INDUSTRY STATS

Hardware wholesalers boost sales in South during March

Comparative Sales and Inventory Figures for March*

	March Sales	Year-to-Date Sales	Days on Books	Inventory
Southeast	4.74	9.97	51.99	0.61
Mid-South	25.74	23.58	51.71	5.69
Southwest	4.33	6.90	44.33	16.00
ALL AREAS	14.17	15.32	49.77	6.23

* All figures represent percentage increases over prior year.
Source: American Wholesale Hardware Association

NHCN chart

CONTENTS

National News 3,4,6,7,117,118,120
Editorial/Commentary 10

Retail Scoreboard

Largest chains take control......................................3,18,20
Retail Scoreboard methodology.......................................20
The Top 20 Roundup...22-34
The *NHCN* Top 500 Retailers...........................37-46, 77-86
Alphabetical Listing of the Industry Top 500 86-92
New stores improve productivity picture 96,113
Productivity of the Top 25...96
Warehouse chains come out on top again 100
Hardware stores hammer away at the competition 102
Contractors pledge their loyalty to paint chains..........104
Farm & fleet dealers maintain firm foothold.................107
Industry growth a microcosm of recessionary year....108
Pacific Northwest targeted for growth..........................110

World Powers of Home Improvement Retailing

A special *NHCN* survey...49-76
Company Index...120
Advertisers Index 120

COMMUNITY SERVICE

NHD Stores' Woolf leads $1.9M telethon

STOUGHTON, Mass. — NHD Stores president Sheldon Woolf spearheaded efforts that allowed the Boston Easter Seal telethon to bring in more money than any of the similar events in 125 other markets.

Aired over WLVI-TV 56, the telethon raised nearly $1.9 million, thanks in large part to contributions that Woolf solicited from members of the local business community.

Ironically, Woolf was reluctant to run the telethon this year, because he wanted to pay closer attention to his hardware chain during tough economic times. But he reconsidered his decision, and ended up personally raising more money for the group than he ever had before.

"I decided to do it, because if ever there was a time when people needed to make a statement that they care about those less fortunate, it's now," said Woolf.

Georgia-Pacific helps Olympics house project

ATLANTA — Georgia-Pacific is working with the Atlanta Committee for the Olympic Games (ACOC) to recruit volunteers and supply building materials for the 1996 summer games campus.

As part of the efforts, G-P and the ACOC will assist the United Way and Project HOPE with the construction of some low-income housing adjacent to the Olympics' site.

G-P is one of 16 local companies supporting the committee's volunteer efforts. So far, the building materials conglomerate has volunteered several hundred employees, their spouses and retirees toward the more than 50,000 people needed to build the campus.

NEWS BRIEFS

Cotter names two new vice presidents

CHICAGO — Cotter & Co. announced a senior management reorganization, naming two new vice presidents by splitting up the heavy load that had been held by the senior vp Glenn Alexander. The changes, which were announced May 9, had been under consideration for a couple of months but were accelerated by Alexander's death.

Dan Burton, 46, has been promoted to vp of member development and member services from his previous post as national member development manager.

Jon Haugen, 53, former director of merchandising, is now vp of merchandising and inventory management.

Both men report directly to Cotter president Dan Cotter.

Paul Fee, executive vp, takes over responsibility for advertising for the nation's largest cooperative wholesaler.

Kerry Kirby, current vp of finance, with a background in manufacturing, will temporarily be in charge of manufacturing. Dan Burns, vp of legal, takes over as head of human resources at Cotter.

"No one can replace Glenn [Alexander]," said Dan Cotter in a prepared statement, "but we have done the next best thing as members of the team he developed are moved up in the company."

Alexander suffered a heart attack April 13.

Home Depot eyes overseas expansion

ATLANTA — Within the next 18 months, Home Depot will select foreign expansion opportunities. The chain's international ambitions have been reported before, but these details emerged in an unusual way.

During a meeting at the Carter Center, Home Depot president Arthur Blank was introduced to Mikhail Gorbachev by President Carter. Gorbachev said that Home Depot should open in the former Soviet Union. A Reuters reporter followed up with questions.

Pergament axes 6 district manager posts

MELVILLE, N.Y. — Pergament Home Centers recently eliminated its six district managers (DMs) to improve communications between the stores and head office.

The DMs had been reporting to vp-operations Stan Phelps before he left the company on May 1. They will be replaced by three new regional vps.

John Alberto, former senior merchandiser for paint and wallcoverings, will fill one spot; the other two remained open through early May and could be filled from outside Pergament, according to Robert Tammero, ceo of the 34-unit company.

"We are trying to change the culture of the company and make it more employee-oriented," said Tammero, who joined Pergament from Plymouth-Lamston Stores immedi-ately after the financial restructuring in March.

One of the district managers, Bill Schoeck, has already left, and Pergament is looking for alternative positions for the remaining five, according to Tammero.

In a separate development, Jerry Bryden, merchandise manager of patio and seasonals, resigned to take a position at Channel Home Centers. Bryden had built the seasonals department into an extremely profitable one for Pergament.

NHCN to offer Top 500 data on diskette

NEW YORK — *National Home Center News* will be making an expanded version of its Top 500 Retail Scoreboard available on diskette.

The new diskette will feature a statistical portrait of America's top 500 home center and building material retail operators over the past three years. It will also include completely updated listings on addresses, fax numbers and the chief executive officers for all 500 companies.

In addition to the sales results, the diskette has figures on store counts, store and chainwide square footage, DIY sales percentages, full- and part-time employee counts and the number of stockkeeping units each retailer carries.

Also available on the diskette for the first time is a listing of product categories carried by each dealer.

The diskette is formatted for Lotus 1-2-3 software, and will be available in 5¼- and 3½-inch sizes, starting June 30. The price will be $495. For more information, call 212-756-5142 or -5148; or fax *NHCN* at 212-756-5295.

Ex-Lowe's exec to head Depot's pro business

ATLANTA — Home Depot has hired a former vp-merchandising of Lowe's Cos. to head up its expansion into contractor sales.

Jerry Edwards, who left Lowe's last year, joined the Atlanta chain last month as its special projects manager targeting the professional business customer. It is a new position, although pro sales had been handled by John Breedlove before his untimely death in 1990.

Contractor and remodeler sales have become an important component in Home Depot's sales growth, accounting for approximately 30 percent of the chain's $5.1 billion in 1991 revenues.

The 181-unit chain also promoted regional manager Ken Dardas to the new position of regional vice president-Northeast division on May 5. This division, currently headquartered in South Plainfield, N.J., is projected to manage about 150 stores by the end of 1996.

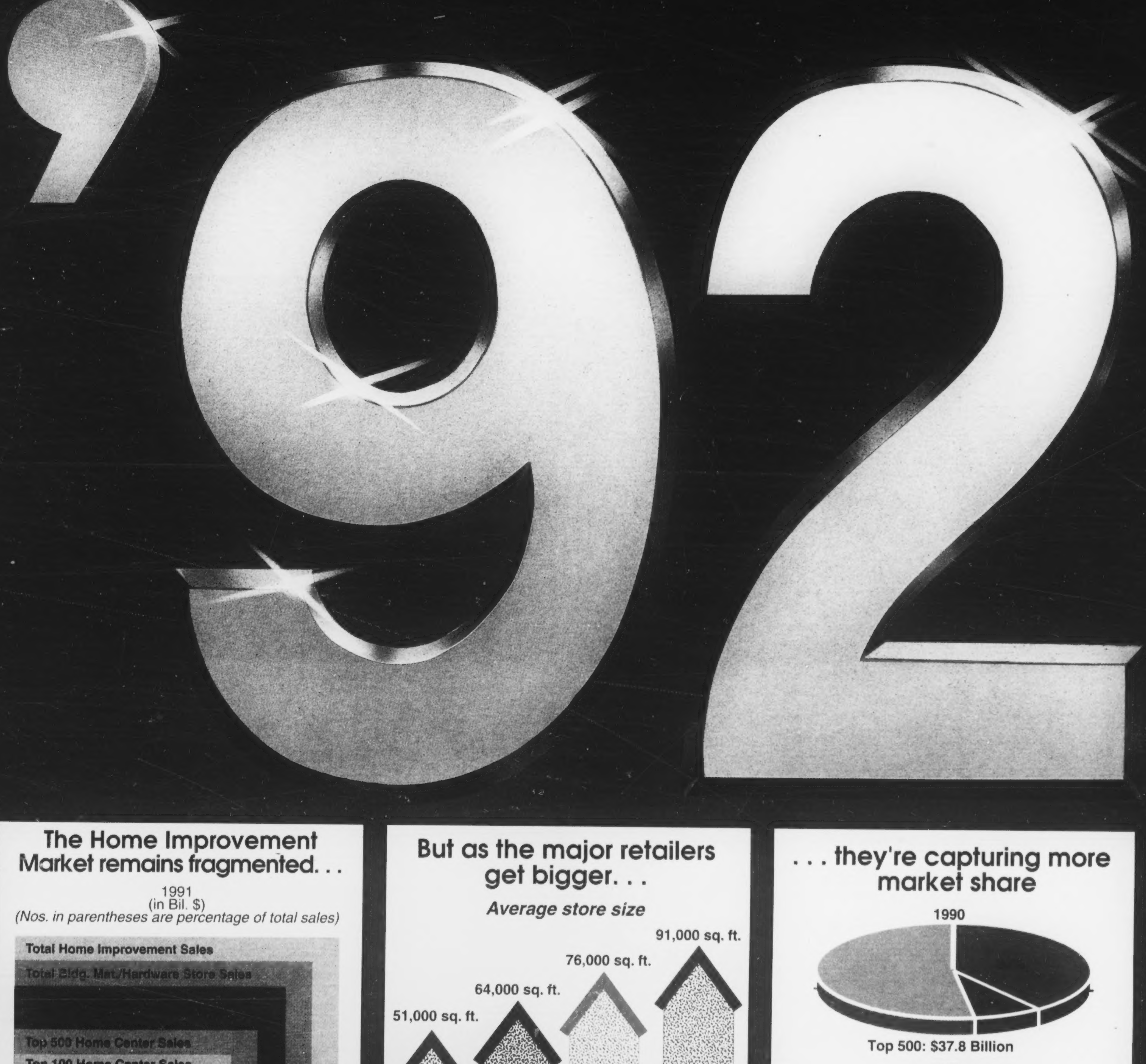
Correction

Due to a production oversight, two charts in the May 11 issue contained incomplete data. A chart on page 15 neglected to include the 1991 average purchases per dealer among hardware co-ops. The figure was $230,059. On page 16, a chart showing deunionization among building materials distributors omitted a percentage breakdown for drivers. These figures were 32.8 percent in 1972, 19.7 percent in 1986 and 12.9 percent in 1992.

RETAIL SCOREBOARD

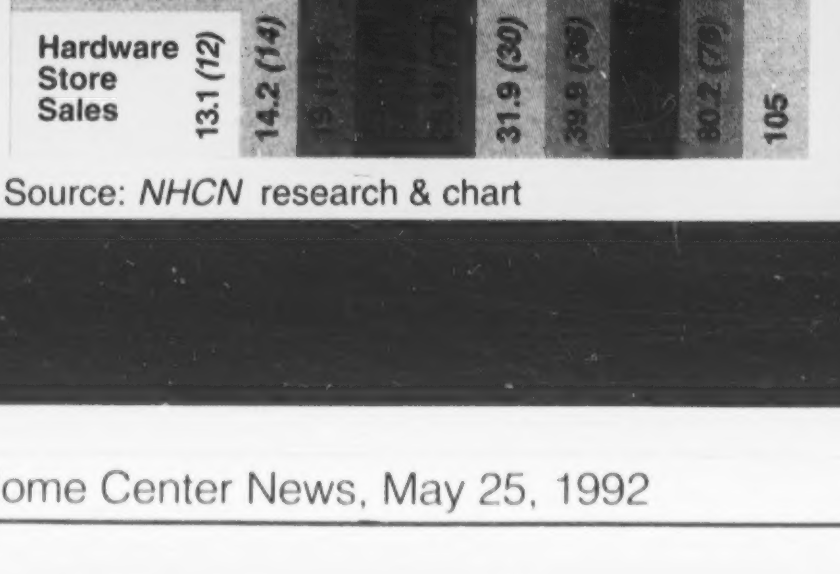
ANNUAL REPORT PART II

As industry creeps upward, big chains leap forward



The Home Improvement Market remains fragmented. . .

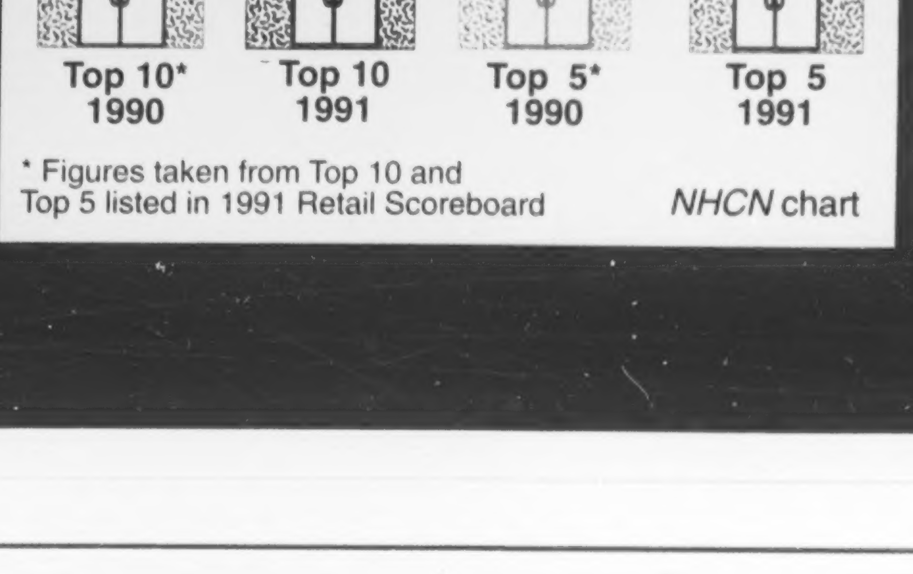
1991
(in Bil. $)
(Nos. in parentheses are percentage of total sales)



Source: *NHCN* research & chart

But as the major retailers get bigger. . .

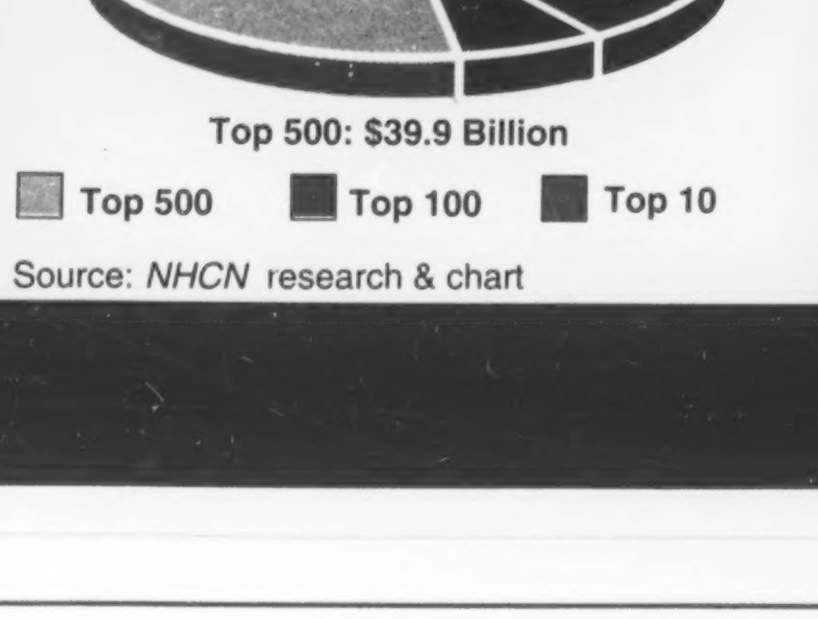
Average store size



* Figures taken from Top 10 and Top 5 listed in 1991 Retail Scoreboard

NHCN chart

. . . they're capturing more market share



Source: *NHCN* research & chart

When the going gets tough, the big get bigger

(Continued from page 3)

tlingly high 14 percent of these dealers don't carry paint, it becomes increasingly evident that certain dealers are simply ceding whole categories to the bigger guys.

And the biggest guys are about the only companies that are multiplying. Home Depot, by far the industry's largest and most profitable retailer, added 29 stores in 1991 and gave all signs that it's ready to break out of its 15-state market and initiate major expansion drives in the Northeast, the Pacific Northwest and the Midwest.

HomeBase, which changed its name from HomeClub to remove the baggage that a membership club carries with some consumers, opened only seven stores last year. But one of them was in Toledo, Ohio, its first penetration into the Midwest, which now is going full bore with five huge units that opened in the Chicago suburbs last month.

This entry into new markets will continue this year, as Home Depot has already announced its intention to add 25 percent more stores each year through 1996. Builders Square proved to everyone that it could finally make money, and plans to open 24 more stores in 1992—an effort that would increase its store count by 16 percent in one year.

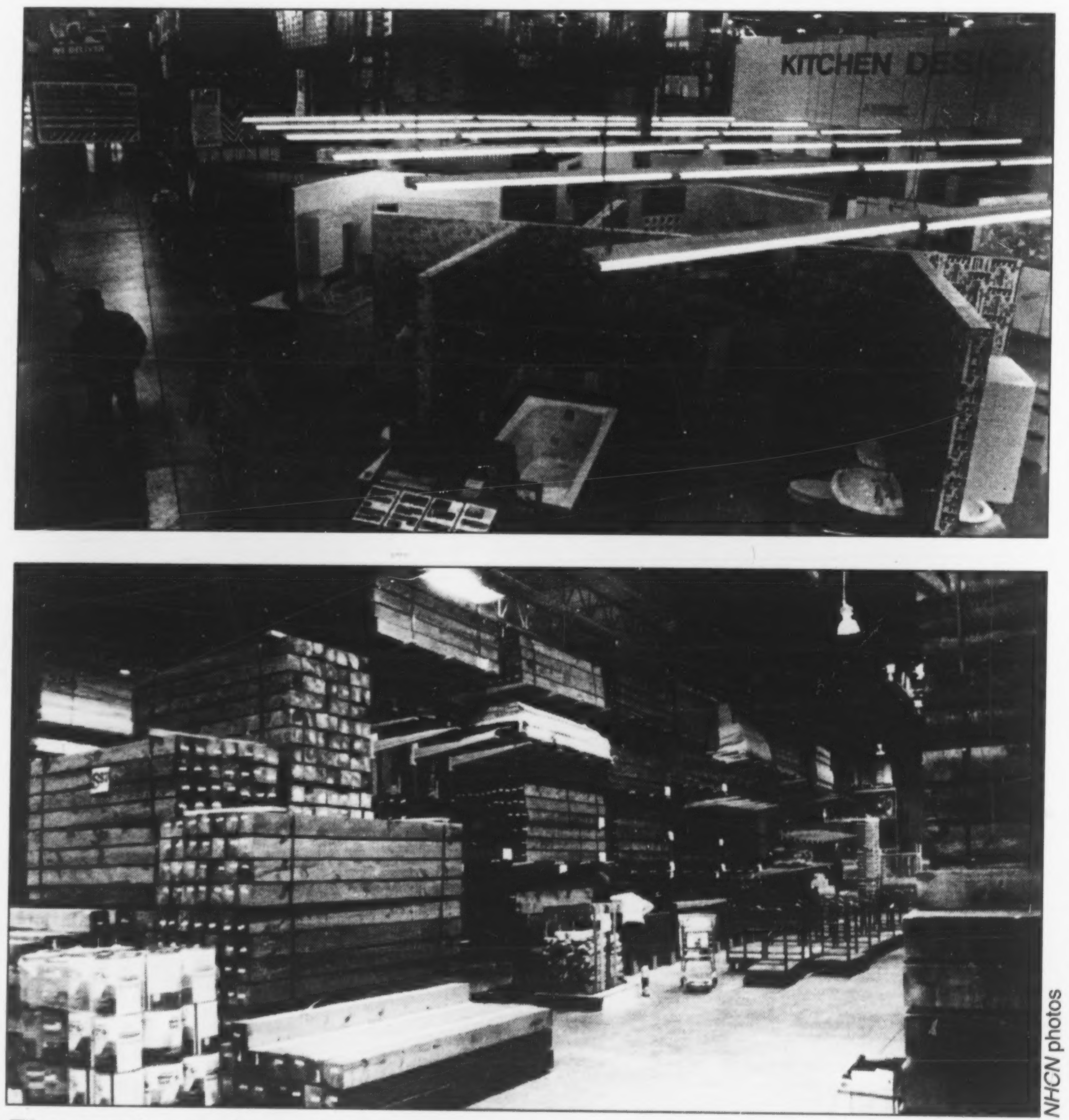
(A fuller analysis of what each of the top 20 chains did in 1991 can be found on pages 22 through 34.)

The industry stalls, again

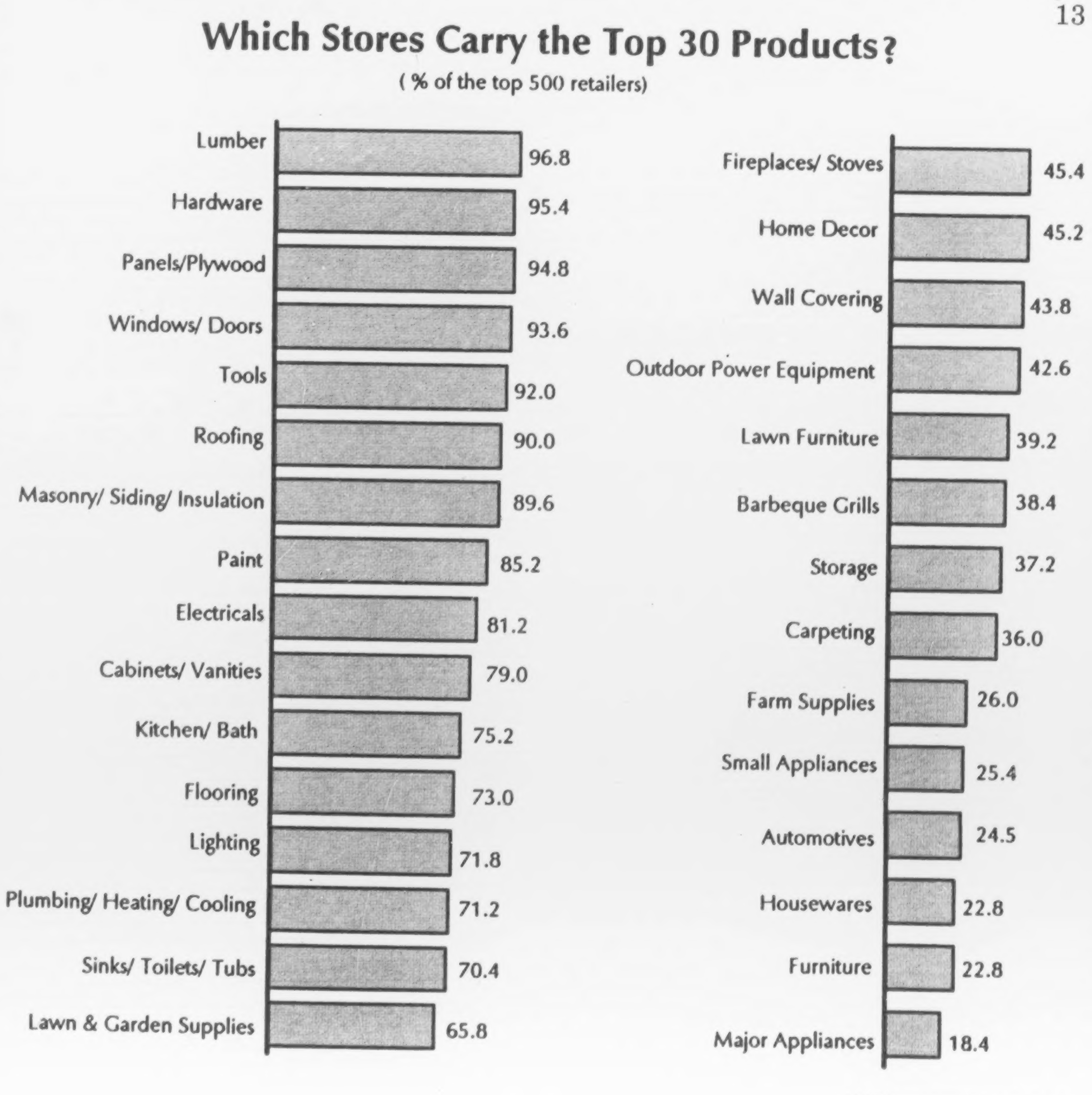
All this expansion could conceivably be absorbed by an industry that was growing itself. But the home improvement industry has been stuck in neutral now for three years: Commerce Department estimates show that the amount of sales generated by building material and hardware stores really hasn't gone up since 1989. The sales of the top 500, though, increased by 5.7 percent to just under $40 billion.

This situation has been exacerbated by rising unemployment, particularly among white-collar workers, many of whom own homes and constitute a sizable chunk of this industry's customer base. A moribund home building sector, which hit depths last year that hadn't been touched since World War II, took its toll on independents and chain operators alike, especially in Southern California and New England, which are now paying for their profligacies in overbuilding and home price inflation during the 1980s.

Home Depot's performance dominates '92


NHCN photos

***The warehouse formula** has served industry giant Home Depot (top) and major player HomeBase well, and both chains have ambitious expansion plans.*



NHCN research and charts

Two symbols of the economic deterioration in these areas were Chandler Lumber in Van Nuys, Calif., whose three stores get 95 percent of their sales from contractors and remodelers and whose sales fell to $35 million from $64 million last year as a result of the recession, according to general manager Bob Erskine; and the 13-unit Gerrity Lumber in Newton Upper Falls, Mass., which gets 60 percent of its sales from pros and watched its sales plummet by 41 percent to $83 million.

For a lot of companies, all this was too much: The liquidation list was surprisingly long last year, and included the Mr. Goodbuys warehouse chain, James Lumber in California, Gee Lumber in Chicago, Robertson Cos. and Lampert Lumber (for all intents and purposes) in the Midwest.

Other debt-laden dealers, such as Pay 'N Pak, Busy Beaver and Channel, went into Chapter 11.

Texas back in the saddle

All that being said, however, the home improvement industry remains alive and surprisingly well, even if it coughs every so often and limps noticeably after its decade-long sprint.

For instance, take a look at Texas, a state synonymous with the recession throughout most of the 1980s. The San Marcos-based McCoy's Building Supply Centers, one of this industry's regional powerhouses, added three stores last year, increased its sales by 13 percent and plans to open another five units in 1992.

Foxworth-Galbraith, headquartered in Dallas, remodeled six of its 46 stores and increased its revenues by 28 percent. Even Houston's West End Lumber, whose three stores get 90 percent of their business from builders and remodelers, bumped its sales up by 53 percent to $40 million.

Despite the expansion by chains with designs on operating stores from coast to coast, many of this industry's regional players gave robust performances. Menard Cashway, maybe the one retailer that could give Home Depot a run for its money, broke into the Chicago market last year and grew by 21 percent to $965 million in sales.

Wolohan Lumber in Michigan, despite having somewhat of an off year, cracked $300 million in sales for the first time. The 73-store Ernst Home & Nursery in Seattle and the 38-store Central Hardware in St. Louis each engaged in store remodeling campaigns

(Continued on page 20)

Retail Scoreboard is industry's most comprehensive census

This year, *NHCN* has assembled the industry's most comprehensive listing of retailers.

With extensive research assistance from *Chain Store Guides*—a division of this newspaper's parent company, Lebhar-Friedman—*NHCN* has expanded its Retail Scoreboard to 500 companies.

In addition, separate charts track the performance of 55 leading paint store operators, 19 leading hardware store retailers and 28 leading farm and fleet stores—all of which home centers compete against in many markets.

Except where indicated, officials from all of the companies that are listed in these charts were contacted by fax or by telephone over a six-week period from March through mid-April. In addition, about 10 to 15 percent of these retailers were re-called to verify information that was received by the researchers and to get comments for specific stories.

New twists to this year's Scoreboard include a tabulation, by product category, of what merchandise the top 500 retailers are carrying. And for the first time, we asked retailers what percentage of their work force is part time, whether they have a garden center or nursery in their stores, if they use POS equipment and whether or not their stores offer customers a private label credit card.

Figures were rounded off to the nearest $1 million. Ties between companies were broken by their respective DIY sales percentages, highest going first.

The averages at the bottom of the chart for square footage and skus were arrived at by multiplying each company's average count by its number of stores to reach a total for each chain. (This number doesn't appear on the chart.) We then totaled this column and divided it by the number of stores to gain an average for the number of stores that are listed on the chart.

To get the average DIY sales percentage, each company's revenues were multiplied by its percent of DIY business to arrive at a dollar figure for DIY sales. The sum of these numbers was then divided by the total sales in order to calculate the average percent of DIY business for the entire list.

In the coming weeks, *NHCN* will alert its readership about the availability of this data resource, as well as more extensive information by company, on computer disk.

Retailers redefine their role in the marketplace

(Continued from page 18)

and enjoyed 11 percent sales gains.

NHCN photo

***Rickel is boosting** its appeal with clean, bright, user-friendly stores.*

A 'post-warehouse' fervor has taken hold of the industry's remodeling and promotional efforts.

Remodeling key for many

Some would argue that these companies were exceptions in what, for many other dealers, was a dismal year of meager sales and profits. It is perhaps more useful, then, not to look at one's rear-view mirror to ogle last year's car wreck, but instead to peer through the windshield and see clearer driving for 1992 on a road that, in 1991, got repaved.

A tremendous number of retailers told our researchers that they remodeled some or all of their stores in 1991, often out of a sense of urgency.

For example, Somerville Lumber in Massachusetts, which is under siege right now from Home Depot and HomeQuarters Warehouse, remodeled all 10 of its stores in 1991. Fox Home Centers in Chicago, another hotbed for chain expansion, remodeled all four of its stores last year.

Many companies are also trying to get more out of what they already have without building new units. The most publicized example of this trend is Lowe's Cos., which is working furiously to convert its smaller stores—blamed for dragging down the chain's earnings last year—into 65,000-square-foot units. Payless Cashways has torn down the walls separating its stores' showrooms and warehouse areas, enlarging the selling space to as much as 80,000 square feet.

The relationship between remodeling and increased sales was validated throughout the industry last year. Star Lumber in Wichita, Kan., remodeled all four of its stores last year and saw its sales grow by 11 percent; Star's neighbor, Westlake Hardware, based in Lenexa, remodeled three of its 51 units last year, which contributed to its 8 percent sales gain.

Great Plains Supply, the Roseville, Minn.-based lumberyard chain, managed to increase its sales volume by 21 percent, even though it *closed* five stores in 1991. The reason, according to company president Michael Wigley, is attributable to its remodeling efforts.

"We invested around $1 million in new facilities last year," stated Wigley, who pointed to a major expansion of one store and expansion of another unit's outside buildings, as well as "some remodeling and remerchandising of a dozen other locations."

'Post-Warehouse' look emerges

Some of these changes went way beyond new paint and refixturing. Quite a few companies were trying to alter their entire image with consumers.

For example, Jaeger Lumber in Union, N.J., is in the process of completely changing its stores' merchandise mix to appeal more to contractors and remodelers. Lowell Jaeger, the company's president, told *NHCN* earlier this year that this action was necessary in a market that will soon be overrun by Home Depots.

A "post-warehouse" fervor has, in fact, taken hold of the industry's remodeling and promotional efforts.

What this means, though, isn't all that clear. For Eagle Hardware & Garden, it's 100,000-square-foot stores that focus on home decor and customer services; for Channel, which came out of bankruptcy last month, it's developing "neighborhood convenience stores"; for its neighbor, Rickel Home Centers, it means having large units presented as cleaner, better lighted and less intimidating than a typical warehouse unit.

Not all these post-warehouse concepts are viable, of course; Pergament Home Centers discovered that when it opened, and then closed in less than a year, its six Rooms 'N Lights specialty outlets. Builders Express, with high hopes of operating warehouse stores for towns with fewer than 175,000 people, closed its doors a few months ago.

And one must consider that Home Depot developed its own "post-warehouse" unit when it opened its Expo store in San Diego, a unit that devotes half of its space to elaborate vignettes for kitchen and baths and home decor.

As retailers redefine who they are in this market, they now appear ready to advance as the economy finally shows some signs of recovery.

Poised for growth

For some companies, growth will come from acquisition, as it did for Brookhart's in Colorado, which last year bought three Burkey Lumber stores and increased its sales by 60 percent to $40 million.

But the warehouse companies aren't the only ones poised to open new stores. Builders Emporium is one chain that, over the past two years, has changed its whole focus away from building products and toward "core" categories such as paint, tools and lawn and garden. Ten of its 106 stores were remodeled to reflect that image, and now, after several years of retraction, the Irvine, Calif.-based BE says it will open seven stores in 1992.

New stores are not in the cards for most retailers, however. So sales will have to come from existing units, and dealers were buoyed by this year's first quarter results that didn't make them want to jump out of a window.

Great Plains Supply's sales in March rose by 33 percent, and its same-store sales jumped by 42 percent, said Wigley.

"Our first quarter was up 12 percent," noted Ken Franke, vp-treasurer of Riemeier Lumber, which operates a single store in Cincinnati. "There seem to be more housing starts going up; business has gotten a lot better."

But after more than two years of being hit over the head by the economy, dealers can't get too excited about one quarter's blip upward.

"Sales are up a little bit in the first quarter, but we're a little uneasy about whether this is a bubble," said Bob Goodale, vp-treasurer for Riverhead Building Supply, a four-unit operator on Long Island, N.Y., a market that has been mired in a deep recession.

"It's very tough here right now," said Goodale, whose company's sales dropped by 9 percent last year. "But we'd like to think we're doing pretty well, all things considered."

Home Depot pulls further ahead of pack

HOME DEPOT
1991 Sales: $5.1 Bil.
1991 Stores: 174

ATLANTA — Last year, Home Depot, according to the *Forbes 500*, was the country's 180th largest company in sales, 156th largest in profits and 45th largest in terms of "market value," at $13.8 billion.

These rankings, while impressive, still don't do justice to the stature Home Depot achieved as it widened the distance—both in sales and, more important, psychologically—between itself and the rest of the home improvement industry.

As that industry's largest and most visible company, Home Depot took leadership positions in a number of areas last year:

- Late in the year, it began informing vendors that their business with the company would be jeopardized by faulty bar coding;
- It expanded its "Store Productivity Improvement" program—in which stores were relayed and merchandise was received and stocked at night so employees can concentrate on customer service during working hours—to 49 stores. All new units and 32 existing stores will get some form of SPI in 1992;
- The company began implementing a number of environmental initiatives last year that included evaluation of claims by vendors, as well as packaging disposal at the store level.

In 1991, Home Depot, which operated in 15 states, began filling in some markets. Twenty of the 29 stores it opened "cannabalized" sales from other stores. Of the 40 stores the company plans to open this year, 31 will cannabalize older units, many of which are generating more business than they can physically handle.

The chain also began extending its tentacles into new areas. It opened its first stores in the Baltimore market, intruding directly into Hechinger territory. It announced its plans to invade Seattle, its first push into the Pacific Northwest.

As its expanded, the company also subdivided: It opened divisional headquarters in Tampa, Fla., and Plainfield, N.J., each with its own president. (The Northeast division is being moved this year to Somerville, Mass.)

This year, it opens a real estate office in Chicago that will lay the groundwork for its first two stores in the Midwest, scheduled to open in 1994.

But Home Depot became more than just the sum of its new stores last year. In San Diego, it opened Home Depot Expo, an experimental unit in which half of the selling square footage is devoted to elaborate home decorating vignettes. Successful elements of this unit, which has been characterized by company officials as a "lab" and a "free-for-all," will be rolled out chainwide (such as wider assortments of carpeting, industrial hardware, garden plants and appliances).

Expo was one of the first Home Depot stores to experiment with installed sales, a program that will be extended to six markets in 1992.

THE HOME DEPOT®

More recently, the chain began working with certain vendors to begin receiving merchandise on "slip sheets" as a way to eliminate pallets that usually get disposed into landfills.

This year, Home Depot will roll out its electronic data interchange program with vendors, an area company officials admit that the chain has been lagging in.

Lowe's period of transition is continuing

LOWE'S COS.
1991 Sales: $3.1 Bil.
1991 Stores: 306

NORTH WILKESBORO, N.C. — Lowe's Cos. continued to shed its smaller stores in favor of 65,000-square-foot-and-larger boxes in 1991. But the sluggish sales from these 123 smaller units were blamed for hampering the chain's earnings performance.

Overall sales improved by 7.9 percent to more than $3 billion, which placed the company second to Home Depot in revenues. But profits declined by 91 percent to $6.4 million.

At a meeting before Wall Street analysts last December, Lowe's chairman, Robert Strickland, said the company probably has another two years' worth of repositioning to go before it realizes its goal: to be a chain that operates big stores in small towns the way Wal-Mart does in the discount general-merchandise business.

But for the moment, Lowe's remains in the thick of this transition. Besides closing, relocating and expanding several stores, the company began pruning some of its vendors and fine-tuning its merchandise mix so that it conformed with the company's move toward everyday low prices.

Nevertheless, in its larger stores, Lowe's is stocking a third more skus than it did a year ago, according to spokesman Tom Smith.

At the same time, Lowe's merchandise managers, under the direction of executive vp Robert Tillman, are expanding the mix in lawn and garden hardlines and some segments of home decor: RTA furniture, wall and floor coverings, window treatments and decorative hardware are getting greater space in the remodeled and new stores.

Lowe's in 1991 made some investments in streamlining the back office. UPC scanners were installed in the balance of its 306 stores; back room scanning systems should be installed chainwide by the end of this spring. Also, seven of Lowe's vendors are testing a pilot electronic data interchange program that will enable them to record sales reports in real time.

Lowe's also invested in a satellite communications system to link its stores to the home office. The company so far has used the system to broadcast addresses from the chairman as well as sales training courses.

These developments forced the company's expense line to bloat by over 20 percent in 1991. But management is betting that the payoff can more than make up for the outlay in the next couple of years.

Payless pares debt, prepares to go public

PAYLESS CASHWAYS
1991 Sales: $2,390 Mil.
1991 Stores: 195

KANSAS CITY, Mo. — Payless Cashways prepared itself last year for its re-entry into the publicly held domain in 1992.

The 195-store chain last year paid off large portions of its bank debt from its 1988 leveraged buyout by management through a combination of working capital prepayments and real estate mortgage financing.

In the retail marketplace, Payless was able to boost sales with its "shift-right" strategy toward contractors and tradesmen. In the last year, Payless got about 40 percent of its revenues from these customers. Another indication of this shift found the company generating 44 percent of its sales from lumber alone.

Payless Cashways INC.®
Building Materials
and Full-Line Lumberyard

Another element of this strategy found Payless knocking down the barriers in its stores between showroom and adjacent warehouse space, creating selling areas that ranged to 80,000 square feet.

The company hit a record one-week-high sales mark last May with $57 million in sales prior to Memorial Day.

The company's income, before taxes, interest and debt payments, rose 5.7 percent to $197.2 million, and, overall, the chain's margins were up.

But Evan Mann, an analyst with Dillon, Read & Co., noted that Payless' margins went down by more than half a percent through May because of the weakness in the Northeast's economy and a slow start with the new 589,000-square-foot distribution center in New England servicing its 10-store Somerville Lumber subsidiary (whose sales rose by 2 percent to $244 million last year). Mann said the center wasn't pushing out a sufficient volume of products to cover its costs.

Payless' bonds were attractive last year. Masco Capital Corp., a subsidiary of the manufacturer and supplier to the home improvement industry, sold its $168 million lot of 16 percent Payless bonds for $290 million last December to broker and underwriter Merrill Lynch.

Masco bought the bonds as part of the 1988 LBO. Merrill Lynch is one of the underwriters of Payless' 1992 initial public offering.

The $335 million worth of Payless' high-yield bonds, offering a face value of 14.5 percent, were yielding 20 to 26 percent last year.

Repositioning builds Builders Square profits

BUILDERS SQUARE
1991 Sales: $2.1 Bil.
1991 Stores: 150

SAN ANTONIO — Builders Square repositioned itself in 1991 to target more women customers and sell higher-margin items. This, together with tighter operations, helped the company improve profitability and sales. Sales increased by 8.5 percent in 1991 to $2.05 billion.

The warehouse company closed stores in unprofitable markets, like Atlanta, where it operated four units and was overwhelmed by Home Depot. It also withdrew from the Los Angeles market, where it had three stores quite distant from each other.

Instead, it focused its store opening strategy on key areas, like northern New York state, debuting in Buffalo and Syracuse, and ending the year with 150 units.

In 1992 it will take the warehouse format to rural markets like Fargo, N.D., where there is little competition. Overall, the company expects to open another 24 stores this year.

Last year the company began building larger stores, of 100,000 square feet, to fit in an expanded merchandise assortment and new decor center and to improve the efficiencies of its operations. As it targeted an expanded customer base, it also began opening in more visible locations like strip centers, often with other divisions of K mart, its parent company.

Last July, Builders Square opened a 10,000-square-foot Decor Center inside its new Erie, Pa., unit, in which design consultants help customers coordinate projects. The Center will enter a new phase in 1992, doubling in size and moving to the center of the store when Builders Square opens a new unit in the Miami market.

In its search for more-profitable items, Builders Square added more special-order merchandise and 2,500 more skus. These additions boosted the electricals, lighting, plumbing and power tool departments.

(Continued on page 26)

(Continued from page 22)

It invested in a satellite network for data and video links between individual stores and the head office, and relocated its corporate headquarters from its original flagship store to more spacious quarters in Datapoint Park here.

Hechinger, in big overhaul, boosts sales

HECHINGER
1991 Sales: $1.6 Bil.
1991 Stores: 116

LANDOVER, Md. — Hechinger Co. maintained its ranking as the fifth largest home center chain, finishing 1991 with strong sales that rose 15.6 percent to $1.6 billion.

It was a dramatic year in which the company repositioned its 83-store Hechinger division. After 80 years, it launched a new concept called the Home Project Center store, which debuted in Glen Burnie, Md. Hechinger soon began converting all its traditional units to this format. By year-end it had eight project stores in operation.

These highly focused project stores, with their expanded product mix and deeper in-stock position, generated 40 percent more sales than the traditional units. In this way, Hechinger hopes to generate more cash flow per store to fuel the expansion of its Home Quarters Warehouse division.

But 1991 was also a year that began disastrously. Hechinger's first quarter sales plummeted 11 percent due to the impact of the Persian Gulf war. Over two-thirds of its units are concentrated in strong military areas, like Virginia Beach, Va.

The company scaled back its growth and opened only seven HQs, four of which were former Hechinger stores. These conversions were strategically placed in the North Carolina market and strengthened its position against Lowe's.

Meanwhile, its HQ stores in the Northeast were breaking company sales records, and, with its commitment to grow through its warehouses, the company closed outlying Hechinger units, like its Newington, Conn., unit and stores in Charlotte, N.C., where HQ serviced that market.

Among its many cost-cutting moves last year, Hechinger dissolved its trucking fleet, replacing it with common carriers; increased its use of cross-docking; and installed a $500,000 in-house publishing system to produce its own print ads.

Fast growth in West, Midwest for HomeBase

HOMEBASE
1991 Sales: $1.4 Bil.
1991 Stores: 75

FULLERTON, Calif. — HomeClub is now HomeBase. It's that simple.

HomeBase's new, "It's that simple" television advertising campaign introduced the new name to consumers in April, when the company opened its five Chicago units and changed the identity of the rest of its stores.

HomeBase
AMERICA'S BEST HOME IMPROVEMENT
WAREHOUSE

Company president Jim Halpin said "Club" was too confusing for customers, many of whom still associated the chain with membership warehouse stores. In changing the name, the company kept the same HomeClub look and colors, but added a new tagline to the logo: "America's Best Home Improvement Warehouse."

Throughout last year and the first quarter of 1992, HomeBase not only changed its store name but also rapidly expanded, with the opening of 15 stores in Chicago and on the West Coast.

Besides one Toledo, Ohio, unit, which opened in 1991, the five Chicago stores represented HomeBase's first major push into the Midwest. A company spokesman said Chicago residents jammed into the stores during the April 25 to 26 grand opening weekend. Besides opening the new units, HomeBase has established a Midwest regional office, located at the 150,000-square-foot unit in Calumet City—the chain's largest store.

Looking ahead, the company plans to continue expanding and expects to open eight new stores as well as complete renovations on 24 stores in California.

Recently, the company opened a store in Washington that skirts the Canadian border, which has some retailers to the North concerned that HomeBase may be looking to make a move into Canada sometime soon. The company has given no indication that such a move is in its plans.

Menard's eyes rapid move into Chicago

MENARD'S
1991 Sales: $965 Mil.
1991 Stores: 60

EAU CLAIRE, Wis. — Menard's, the upper Midwest's strongest retailer, closed in on $1 billion in sales last year and introduced an entirely new format as it entered untried markets.

Long rumored to be entering Chicago, Menard finally made its intentions clear last year.

With a new store called Menard's Hardware Plus, the chain entered suburban Chicago last fall. President John Menard stated he would have as many as 12 such stores in the Chicago metropolitan area by the end of 1992. No stores will be built inside the city itself.

Menard's also announced that it had plans for entry into new markets in Michigan and Indiana.

The Hardware Plus concept typifies a new era for Menard's in an era when build-to-suit locations are scarce and expensive.

When it entered metropolitan Chicago, for example, Menard's took over former K mart and Ames discount stores.

In the Menard's Plus stores, building materials, one of the chain's strengths, were all but eliminated from the product mix. Hardware Plus, which debuted last summer in Escanaba, Mich., offered just a few stockkeeping units of lumber and no gypsum, insulation or roofing.

A typical Menard's and Menard's Hardware Plus both carry an estimated 40,000 stockkeeping units, not counting lumber.

Until all the results are in on Hardware Plus, Menard's continues to pursue its full-line approach: a 70,000- to 90,000-square-foot store with several acres of outside lumber and storage.

In 1992, the company said that it intends to open 20 stores and remodel another six.

Grossman's sees chainwide improvements

GROSSMAN'S
1991 Sales: $806 Mil.
1991 Stores: 139

BRAINTREE, Mass. — Coming off a year during which most of its focus was on defending itself against a hostile takeover bid, Grossman's Inc. returned in 1991 to the business of operating its 140 Northeastern and Pacific stores.

Tough economic conditions forced the company early in the year to close 15 stores: the 11 Inside Outlets and four other Grossman's stores. Within two months, though, the company rolled out its new prototype, in Danvers, Mass.

GROSSMAN'S

The 48,000-square-foot store served as a laboratory in which Grossman's experimented with store layout, category adjacencies and overall presentation. The idea behind these exercises: To communicate in every way that Grossman's serves the serious DIYer and small-volume remodeler/contractor.

Efforts concentrated on beefing up the following categories: lumber, building materials, millwork, hand and power tools and accessories, electrical, paint and plumbing. It also added space to the contractor service area, installed cantilevered racking in the drive-through lumber area and, eventually, began covering those yards.

President Bruce Weitz and vp-merchandising Anthony Cincotta supervised a major overhaul of lumber sources. They and their merchandise managers also worked aggressively to impress upon vendors the importance of reliable fill rates, accurate UPC listings and a generally enhanced level of cooperation.

To that end, Grossman's upgraded its in-store receivables departments with UPC scanning technology and instituted 24-hour replenishment crews to free daytime associates to serve customers more often.

With Danvers up and running, management began reworking stores in the rest of the chain, using elements of the lab store as a guide. Grossman's tested the concept with five stores throughout its Eastern division, then rolled it out this year to 20 more units.

Meanwhile, the Western division, under president Frank Lynch, saw some changes of its own.

Moving its headquarters from Ventura to Sacramento, Calif., the division opened its seventh store adjacent to the new home office in mid-1991. This is the first northern California unit the division has opened since Grossman's Inc. sold 28 central and northern California stores to GNW Partners two years ago.

To avoid confusion among consumers, Grossman's calls its stores in this market Contractor Warehouse. Grossman's plans to take the format into Nevada in 1992.

Cash-rich 84 embarks on rapid growth

84 LUMBER
1991 Sales: $800 Mil.
1991 Stores: 368

EIGHTY-FOUR, Pa. — With little debt and plenty of cash, 84 Lumber embarked on an expansion campaign that few other privately held home center chains were able to do in 1991.

The chain opened 26 new 25,000-square-foot stores last year, nine short of the budgeted 35. New stores were unveiled two or three at a time per month, as part of chairman Joe Hardy's plan to open 200 more units by the turn of the century.

Accompanying the store expansion was a remerchandising program spearheaded by then-chief operating officer Jerry Smith and former vp-marketing Ron Butler. (Butler now works for Payless Cashways, and Smith is now a regional vp.) The program eliminated about 1,000 skus of peripheral products, leaving 4,500 skus of core lumber, building materials, hardware and tools.

But 1991's poor economic climate took its toll even on cash-rich companies like 84. At the end of the year, the company experienced skyrocketing payroll, delivery and other overhead expenses. As a result, the company is ratcheting back its store expansion plan for 1992, when it will open 15 stores instead of 35.

(Continued on page 28)

(Continued from page 26)

The concentration this year in terms of marketing will be on the cause of affordable housing for prospective first-time home buyers who are marginally able to secure a mortgage.

Chairman Hardy wants the chain's image to be linked with providing starter homes for that sector of the market. A new building materials-package sale, called the "84 Lumber Homes Across America program," features 16 complete framing and trim packages for basic starter homes, ranging in price from $39,900 to $69,900 (*NHCN*, May 11).

Sutherland trims stores; sales edge up

SUTHERLAND LUMBER
1991 Sales: $792 Mil.
1991 Stores: 80

KANSAS CITY, Mo. — Sutherland Lumber had a quiet year in 1991, a status quo year for this privately held firm.

The chain of 80 stores opened two units last year and closed five, according to the company.

Sales were up 2 percent to $792 million last year. Those figures are for Sutherland's entire retail operation, which is divided among four family members. The chain's sales increases over the last three years have slowed due to economic conditions and competitive pressures.

To upgrade its image, the chain decided in 1991 to refurbish 14 percent of its stores in 1992. Although *NHCN* was unable to confirm it, these stores are probably run by family member Craig Sutherland, who has been the most aggressive of the Sutherland clan in upgrading the units under his control.

Wickes sells units, changes top executives

WICKES LUMBER
1991 Sales: $750 Mil.
1991 Stores: 141

VERNON HILLS, Ill. — Wickes Lumber's senior management got reshuffled in 1991 as the chain here sold off or closed stores to streamline operations and reduce operating expenses.

Sales at the national chain were down last year, and Wickes is, in all likelihood, still laboring under the weight of debt from its 1989 leveraged buyout. (Company officials don't comment on its indebtedness.)

In an attempt to pay down some of that debt, Wickes sold off a 32-store chunk in the Southeast to a start-up company, the ill-fated Leeds Building Centers. Leeds filed for Chapter 11 bankruptcy protection last year and still owes Wickes money for that acquisition.

In addition, Wickes closed a number of regional offices last year and consolidated buying functions in Chicago.

Wickes continued its downsizing early in 1992 by closing another 14 stores. It opened four units, according to company reports, and intends to remodel 23 units in 1992.

There were changes in senior management last year.

Phil Chrusz, an executive with Ames Department Stores and Grossman's who joined Wickes as its president, resigned last summer shortly after a year of service at the Illinois-based national chain.

WHEN YOU'RE THE WORLD
YOU CAN ACCOMPLISH

Well, maybe we can't reshape the moon but we can reshape your sales and profits from selling sandpaper and other abrasive products. We know just what's required.

After all, we've been at it a long time. There's over 100 years of technological expertise behind every abrasive product we sell, from sandpaper to grinding wheels. Our product line is the most complete in the industry, and every item is priced right to deliver great margins and turns. We set our sights just as high when it comes to creating merchan-

Chrusz was in the process of implementing plans to wrest DIY-product selection and ordering from the mainly contractor-oriented stores when he left. Observers said his hands-on style wasn't well-received at the store level.

Later in the year, chairman and ceo Bill Hensler stepped aside to leave day-to-day management of the firm to an executive council.

Without a president and ceo as such, Chicago investor Steve Wilson took over as ceo. Wickes is owned by a number of investors, following its 1989 buyout from the Wickes Cos. in California.

BE remodels and adjusts merchandising

BUILDERS EMPORIUM
1991 Sales: $600 Mil.
1991 Stores: 106

IRVINE, Calif. — Last year was a time of change for Builders Emporium, which remodeled several California stores and its Las Vegas Ole's units.

Using its Fountain Valley, Calif., store as the test unit, BE began rolling out several merchandising changes to California stores in Mission Viejo, Pasadena, El Toro, Costa Mesa, Oxnard and two stores in Bakersfield; and to four Ole's units, designed to look like the company's new Las Vegas store.

These stores have a vast selection of decor items, housewares, kitchen and bath accessories and picture frames, as well as tools, hardware, electricals and plumbing.

The remodels in both California and Las Vegas focus heavily on convenience items and products to help spruce up a home. And by changing the mix, BE focused on creating a new image as a friendly, neighborhood convenience store, not a project store.

To help convey this message, the chain launched its first broadcast advertising campaign in four years. The commercials, which began airing in March, emphasize the chain's vast in-stock selection, customer service and pleasant shopping environment.

The ad spots also point out that shopping for a project can be a tedious task. But, say the ads, if consumers shop at a BE, they will find what they need without making shopping for a project a project in itself.

By year-end, BE plans to remodel another 18 to 20 stores. It also plans about eight new stores, mostly in small markets in Nevada and Arizona.

Scotty's keys in on upgrading, consolidation

SCOTTY'S
1991 Sales: $600 Mil.
1991 Stores: 158

WINTER HAVEN, Fla. — It was a year of consolidation at Scotty's, which reported flat sales of $600 million from 158 stores in 1991, consisting of 110 full-line home centers and 48 hardware stores.

Scotty's continued to upgrade both types of stores, closing smaller units and relocating others, so by year-end it had seven fewer units.

It rolled out its new format to existing units, expanding its product lines and key departments of power and hand tools, kitchen, bath and paint. These stores also featured a stronger in-stock presentation of building materials and a

(Continued on page 30)

LEADER IN ABRASIVES, ALMOST ANYTHING.

dising tools that move products. Add Norton's flexible promotion programs, plus our reputation for complete order fill rate and on-time deliveries, and it's no wonder retailers always regard us so highly.

As the world's leading manufacturer of abrasives, we've accomplished great things. Work with Norton, and there's no telling how far you could go.

NORTON

Norton Consumer Products, Worcester, Massachusetts 01606.

NORTON SANDPAPER. BECAUSE THE WORLD IS A ROUGH PLACE.

Call 1-800-321-3316 (1-800-722-2830 in North Carolina) for more information.

Circle (014) on Reader Service Card

(Continued from page 29)

drive-through yard to improve service for the serious DIYer and professional customer.

Scotty's dense network of stores in Florida offers the professional and serious DIYer a convenient place to shop, and the chain may well develop more contractor sales next year. But the Florida market is becoming increasingly competitive, as Builders Square and Home Depot roll out more units and challenge Scotty's established position.

The creative use of advertising and special-event promotions helped Scotty's boost store traffic at a time when the economy was in the doldrums. A print and radio campaign in June and again in October promoted a one-night sale offering discounts of 15 percent on items in its stores.

Bernstein Rein, the chain's Kansas City, Mo.-based ad agency, produced fast-paced TV spots that not only promoted Scotty's strengths in categories like paint and tools, but also were tied to massive giveaway promotions.

As Scotty's continued to improve the efficiency of its operations, it began leasing trucks for the first time from the local Auburndale, Fla.-based company, COMCAR leasing.

Innovation is the watchword at Handy Andy

HANDY ANDY
1991 Sales: $500 Mil.
1991 Stores: 56

SCHAUMBURG, Ill. — Handy Andy Home Improvement Centers showed off some new looks in its stores last year.

The company, which is the Chicago area's leading retailer, did some innovative things in its stores. It carved out an area for DIY books, magazines and instructional videotapes—complete with bleachers for consumers to sit and study the texts—in several stores.

It also tried out a leased telephone and telephone accessory department in one Chicago-area location. Called Communicate at Handy Andy, the 330-square-foot area near the entrance to its Arlington Heights, Ill., store, offers a good-better-best selection with an estimated 200 stockkeeping units.

Handy Andy also "encapsulated" the power tools offerings within U-shaped departments, many with their own checkout stations.

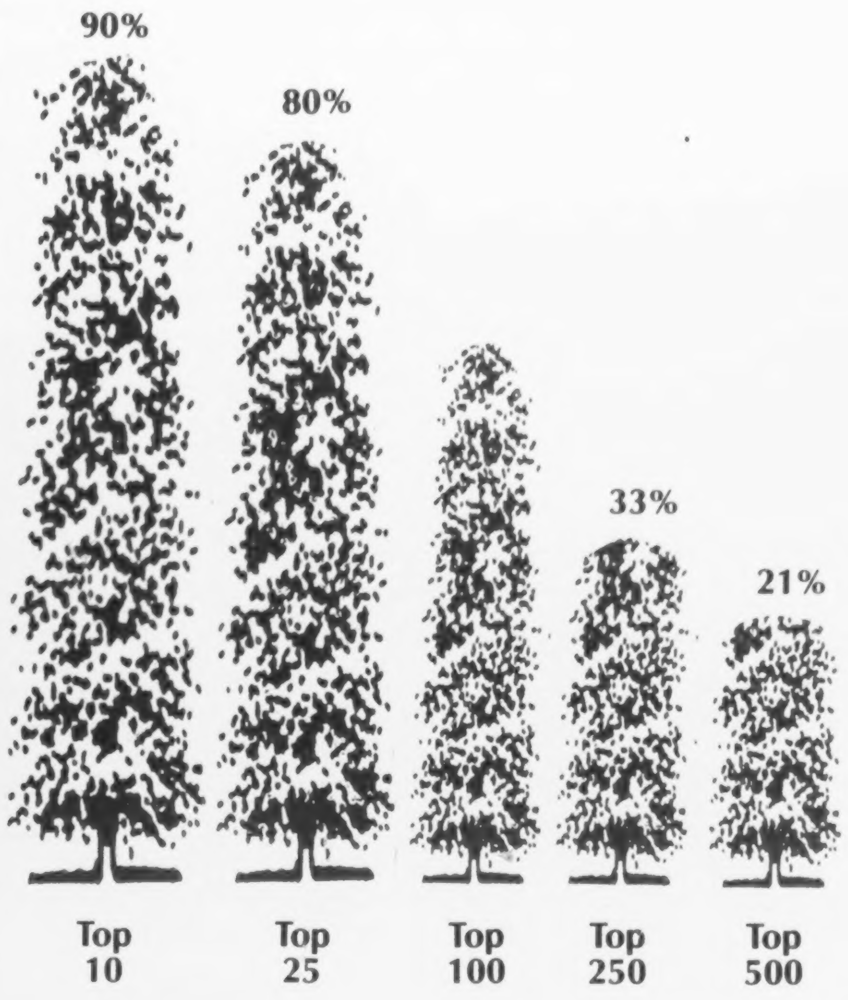
Handy Andy opened three stores in the Chicago suburbs last year, refurbished two and opened its first unit in western Michigan.

The new stores—in Wheaton, Westmont and Arlington Heights, Ill.—were all former retail operations, as was the store in Kalamazoo, Mich.

President Steve Kadish said the new stores' look evolved from three stores opened in late 1990 and early 1991 in Aurora and Naperville, Ill., and Flint, Mich.

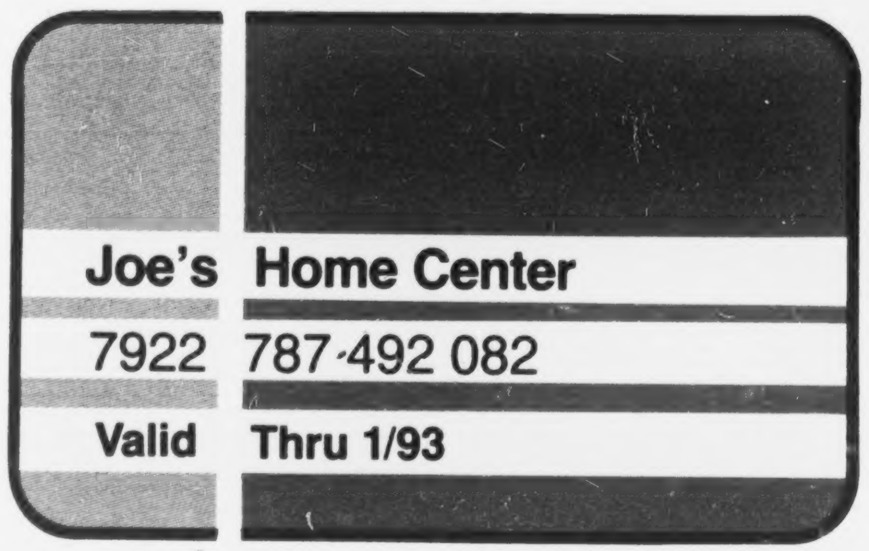
Kadish said assortments would be expanded and there would be "greater depth" in certain areas but declined to be specific. Each store would have an Xtra department, containing accent and home decor merchandise.

Do your stores have nurseries/garden centers?

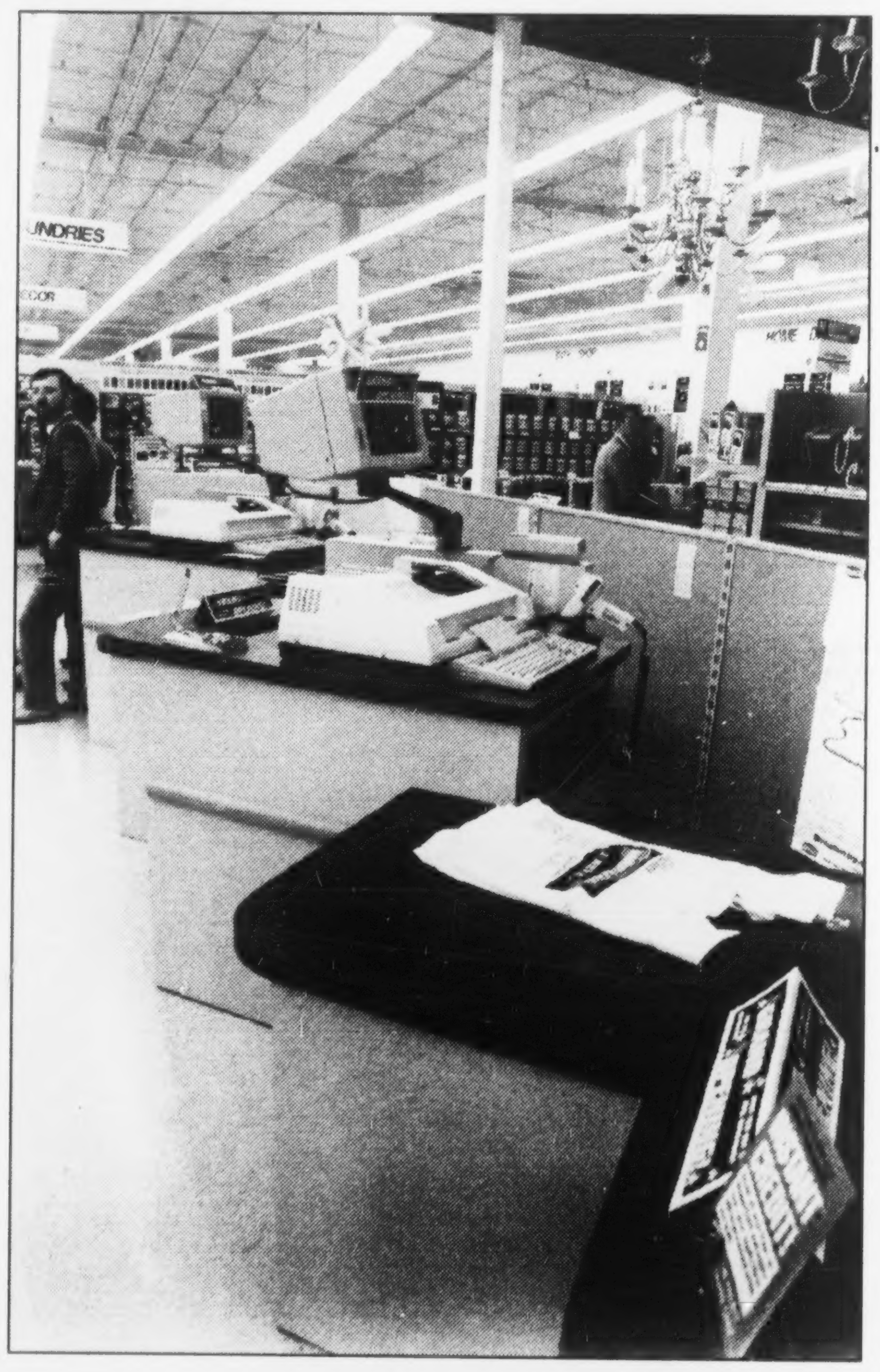


FAST FACTS

Do your stores offer private label credit cards?



21% of the Top 500 offer private label credit cards



Lanoga builds Lumbermen's and UBC chains

LANOGA CORP.
1991 Sales: $462 Mil.
1991 Stores: 137

REDMOND, Wash. — Lanoga Corp. managed to expand two of its three chains by purchasing a small Northwestern dealer as well as several units from a bankrupt Midwestern company.

Lanoga—the parent company of Lumbermen's in Washington state, Spenard Builders Supply in Alaska, and United Building Centers and Fish Building Supplies in the Midwest and Rocky Mountain states—acquired the Tacoma, Wash.-based Al Meier's Building Centers chain and bought 15 units from Lampert Lumber, the St. Paul, Minn.-based chain that filed for bankruptcy protection last June.

The Al Meier's acquisition, which was consummated in February 1991, gave the 14-unit Lumbermen's chain six new stores located just south of the original units.

The 15 Lampert stores increased the total number of United Building Centers to 110, 13 of which are located in new markets for the contractor-oriented chain.

President Daryl Nagle

After both deals were reached, Lanoga's ceo and president, Daryl Nagel, said Lanoga was interested in both companies because the new stores were a lot like Lumbermen's and UBC units. In addition, he pointed out that the new stores were a nice strategic fit and allowed the two chains to expand in regions where they already had strength.

Lanoga Corp. concentrated on converting both the Al Meier's stores and Lampert stores, although none of the company's three chains opened any of their own new stores last year.

Positive steps aid Pay 'N Pak in Chapter 11

PAY 'N PAK
1991 Sales: $410 Mil.
1991 Stores: 68

KENT, Wash. — Pay 'N Pak battled through a tough 1991, filed for Chapter 11 bankruptcy protection in September and closed several stores.

The beleaguered chain, which operated 102 stores in

(Continued on page 34)

PAY'N PAK

(Continued from page 30)

1990, spent the better part of last summer haggling with its bondholders and bank lenders over nearly $13 million in debt and missed interest payments. Even after the chain sold 24 of its California stores for more than $30 million, its lenders remained unconvinced that Pay 'N Pak would be in a position to pay back the debt.

So the company filed for bankruptcy protection and, in so doing, was fronted $40 million in working capital.

The chain initially used the money to purchase merchandise and subsequently to continue its remodeling plans.

To strengthen its overall financial performance, Pay 'N Pak sold its Hawaii unit and property to K mart, closed nine more stores in rural markets and restructured its top management. That restructuring in part was caused by the resignation of senior vp-merchandising Rich Takata, who now is president of competitor Eagel Hardware & Garden.

The store closings did not slow down the company's plans to finish renovating eight stores in the Puget Sound area of Washington. These remodels, formatted to look like the Puyallup, Wash., unit's "store with in a store" design center, opened in March. These remodeled stores include a staff of professional interior design consultants.

On another positive note, the chain launched a major advertising campaign and sent out 54-page, four-color circulars to publicize the new stores.

Parent helps Rickel get back on offensive

RICKEL
1991 Sales: $410 Mil.
1991 Stores: 40

SOUTH PLAINFIELD, N.J. — Amidst unfounded rumors of the chain's demise, Rickel Home Centers continued to do business, with some help from parent Supermarkets General Corp. (SGC).

Early in 1991, the parent secured $83.5 million in new equity from the sale of stock to its two biggest lenders: Merrill Lynch Capital Partners and Equitable Assurance Co.

Also, SGC sold off its Boston supermarket chain, Purity Supreme. Proceeds from that sale ostensibly were applied to shore up the failing Pathmark food chain, but some monies were earmarked for Rickel as well.

President Jules Borshadel

From a strategic merchandising standpoint, much of Rickel's activities concentrated on putting together a new prototype, which the chain unveiled in Union, N.J., this year.

Merchandise managers and store planning personnel, under direction of chain president Jules Borshadel and senior vp Tom Vertetis, revamped the merchandise mix, including 4,100 new items among a typical 30,000 skus. Line expansions came in paint, electricals, plumbing, hardware and tools, as well as home decor.

As they were preparing the prototype, Rickel management prudently decided to get out of the Long Island, N.Y., market completely.

Rumors resurfaced that Pergament Home Centers would buy Rickel's four remaining Long Island stores or that Rickel and its parent SGC would buy out Pergament. Eventually, Rickel sold the four stores to TJX Operating Cos., which runs the T.J. Maxx discount apparel chain.

Meanwhile, Rickel's advertising offices worked to raise the company's profile through clever television and radio ads that concentrated on spot sales promotions and on providing greater value than specialty stores. This year, the advertising focus is shifting to attack the warehouse chain concept.

Pergament, in difficult year, pulls through

PERGAMENT
1991 Sales: $355 Mil.
1991 Stores: 32

PERGAMENT
HOME CENTERS

MELVILLE, N.Y. — It was a tough year for Pergament Home Centers, as it battled the combined onslaught of the recession in its core market of Long Island, N.Y., and Home Depot juggernaut, which continued to penetrate deeper into Pergament's backyard.

The company found itself in an invidious position of not having sufficient funds to execute a much-needed store opening program and advertising campaign to protect its market share. The increasingly weak economy made it difficult for the company to pay for those campaigns and meet its loan payments.

In six months, Pergament opened five megastores in the New York area—in Oceanside, Islandia and Valley Stream and two stores in Brooklyn. At the same time, it converted six smaller units into a home decor specialty format that it called Rooms 'N Lights. These have since closed.

In November, it obtained an additional $13.5 million loan to cover this store opening strategy. But this, together with other cost-cutting measures, was not enough. In February 1992, Pergament underwent a major financial restructuring to avoid bankruptcy.

Pergament enters this year on far sounder financial footing, having converted half of its long-term funded debt to equity and reduced its interest payments. It is also back on amicable terms with its vendors, having agreed to pay their trade debt in its entirety over the course of the next 10 months.

Succession still in doubt at Erb Lumber

ERB LUMBER
1991 Sales: $353 Mil.
1991 Stores: 50

BIRMINGHAM, Mich. — Erb Lumber chairman Fred Erb brought in another successor last year.

Dave Flynn, former sales vp at Michigan-based vendor Abitibi, was hired by Erb as executive vp and general manager to run the firm.

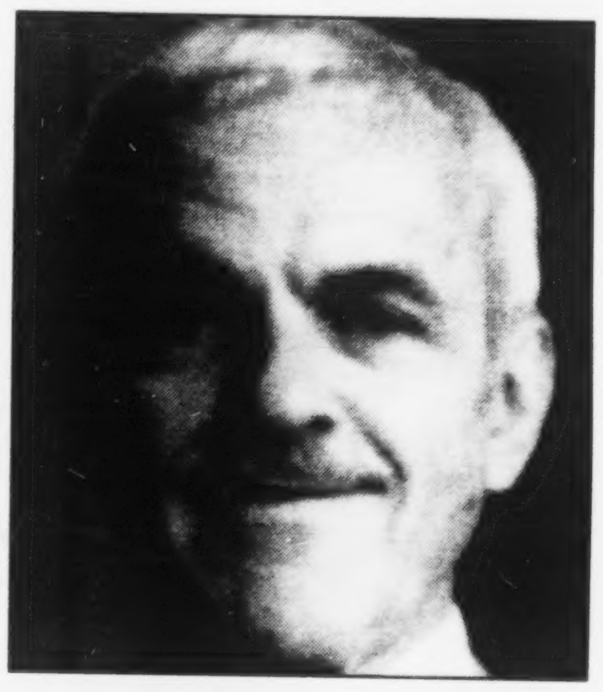
Noel Goulston, former Erb head and now a vp at Michigan distributor L.G. Cook, resigned from Erb unexpectedly last summer.

Goulston, a Grossman's home improvement chain alumnus, had been with Erb on and off since 1986 and was Erb's chief operating officer for 14 months.

Erb blamed himself for hiring senior managers who brought people presenting "cookie-cutter" approaches to retailing that weren't proven and for not looking inside the firm for a replacement.

Erb's other concerns last year were the economy and building activity: The chain garners 50 percent of its sales from building professionals.

The company, which operates 28 Erb Lumber units, 18 P-K Lumber stores and four DIY Warehouse units, saw its sales fall by $7 million last year. In addition, the company closed seven of 11 P–K stores in Dayton, Ohio.



President Fred Erb

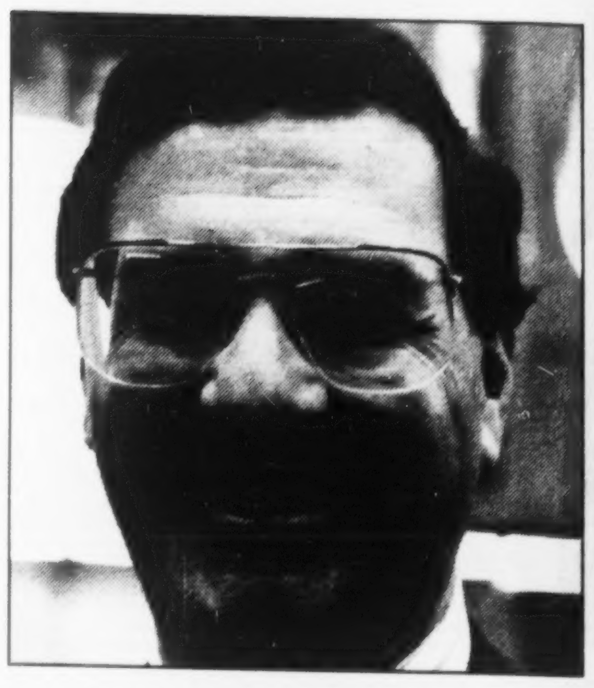
Last year, Erb Lumber reported that seven of these units were remodeled, and it plans to remodel another six to seven in 1992. A typical store is 10,000 square feet and stocks 10,500 skus.

Harcros makes improvements at Moore's

HARCROS LUMBER & BUILDING SUPPLIES
1991 Sales: $350 Mil.
1991 Stores: 65

ROANOKE, Va. — A perennially quiet performer, Moore's Lumber & Building Supplies managed to keep its sales in line with last year. Although it closed three units and let go 250 people, the company also embarked on a chainwide remodeling program.

A total of 13 outlets were remodeled either on the inside or the outside or both. Interior changes concentrated on expanding kitchen and bath and lighting departments, and on expanding the indoor lumberyard area that houses wood package programs for decking and other projects. Average in-store skus were pared down to 13,000 from 14,000.



President Norm Darrer

The outdoor changes included improved storage fixtures, shed additions, new racks and frames, enhanced oudoor lighting and improved thoroughfares through to the yards.

The chain's parent, the Harcros Lumber & Building Supplies division of the United Kingdom concern Harrison & Crossfield, decided in 1991 that Moore's and its sister chain, seven-unit Woodbury's in upstate New York, would operate solely under the Moore's name.

Under the reorganization, the marketing, administrative and advertising functions of both chains are to be handled from Moore's headquarters here. Purchase of commodities items local to Woodbury's are being handled from a satellite office, located at Woodbury's Glen Falls, N.Y., headquarters.

The company's marketing strategy subtly shifted in late 1991 and into 1992, as Moore's embarked on a two-pronged campaign to shore up its existing contractor base while enhancing its appeal to the DIY consumer.

Under the motto "Experience You Can Rely On," Moore's expanded its outdoor package program into two catalogs: one for sheds, garages, barns and room additions; and another for landscaping. The company's other programs, including Moore's Value Pricing on high-turning items, the new-homeowner's mailer and how-to literature, were also updated last year.

On the pro side, Moore's installed new in-store displays for wood packages and millwork, and doubled its stores' kitchen displays, to allow contractors to use the store as a showroom for their customers. Also, Moore's has established a commercial/industrial division for non-residential professionals.

RETAIL SCOREBOARD

The NHCN Top 500 Retailers

Rank		Company	Sales ($ mil.)		% Change 1990-1991	% DIY		Stores		Sq. Ft. Store avg. 1991	Sq. Ft. Chain total 1991	Skus store avg. 1991	Employees		% of Employees part-time 1991	Buying/ mktg group 1991
1991	1990		1991	1990		1991	1990	1991	1990				1991	1990		
1	1	**Home Depot,** Atlanta	5,137	3,815	34.7	80	80	174	145	102,000	16,480,000	30,000	30,000	21,500	0	
2	2	**Lowe's Cos.,** North Wilkesboro, N.C.[1]	3,056	2,833	7.9	69	66	306	309	26,200	8,016,136	25,000	18,368	16,000	17	
3	3	**Payless Cashways,** Kansas City, Mo.[2]	2,390	2,229	7.2	60	75	195	195	80,000	15,600,000	18,000	18,000	17,000	NA	
4	4	**Builders Square,** San Antonio	2,050	1,890	8.5	70	70	150	144	83,000	12,500,000	32,500	17,000	17,000	NA	
5	5	**Hechinger,** Landover, Md.[3]	1,615	1,392	16.0	95	95	116	115	80,000	9,285,000	40,000	15,000	16,000	50	
6	6	**HomeClub,** Fullerton, Calif.[4]	1,400	1,260	11.1	75	100	73	66	113,000	8,249,000	30,000	9,000	8,500	NA	
7	9	**Menard Inc.,** Eau Claire, Wis.	965	800	20.6	95	100	60	48	70,000	4,200,000	30,000	3,500	NA	38	
8	8	**Grossman's,** Braintree, Mass.	806	813	-0.9	81	84	139	155	32,800	4,565,000	25,000	4,700	5,200	38	
9	11	**Eighty-Four Lumber,** Eighty Four, Pa.	800	767	4.3	50	40	368	342	27,000	10,000,000	5,500	4,500	4,500	NA	
10	10	**Sutherland Lumber,** Kansas City, Mo.	792	776	2.1	80	75	80	82	27,000	2,160,000	20,000	3,000	3,000	5	
11	7	**Wickes Lumber,** Vernon Hills, Ill.	750	850	−11.8	39	40	141	150	9,500	1,339,000	12,000	4,000	4,500	20	
12	12	**Builders Emporium,** Irvine, Calif.	600	600	0.0	90	95	106	112	40,000	3,710,000	25,000	5,000	5,000	50	
13	13	**Scotty's,** Winter Haven, Fla.[5] [7]	600	600	0.0	70	70	158	165	30,000	4,584,000	20,000	6,800	6,300	10	
14	15	**Handy Andy,** Schaumburg, Ill.[7]	500	440	13.6	98	98	56	53	68,000	3,740,000	30,000	5,000	3,500	10	
15	16	**Lanoga,** Redmond, Wash.[6]	462	425	8.7	50	48	137	124	7,700	1,050,000	16,000	2,650	2,300	15	Ace, C, SS
16	14	**Pay 'N Pak,** Kent, Wash.	410	499	−17.8	98	98	68	102	32,350	2,200,000	16,000	2,300	2,600	10	
17	17	**Rickel Home Centers,** South Plainfield, N.J.	410	421	− 2.6	90	100	40	45	40,100	1,604,000	35,000	4,000	5,000	65	
18	20	**Pergament Home Centers,** Melville, N.Y.	355	350	1.4	90	80	32	35	46,000	1,440,000	40,000	2,700	3,300	26	
19	19	**Erb Lumber,** Birmingham, Mich.	353	360	− 1.9	50	45	50	50	10,000	500,000	10,500	1,400	1,750	NA	
20	21	**Harcros Lumber & Building Supplies,** Roanoke, Va.	350	350	0.0	50	50	65	68	14,400	936,000	13,000	2,000	2,250	NA	
21	22	**Central Hardware,** Bridgeton, Mo.[7]	340	305	11.5	98	100	38	38	65,000	2,470,000	40,000	4,000	4,000	40	
22	23	**Ernst Home & Nursery,** Seattle	336	301	11.6	100	100	73	72	32,000	2,336,000	30,000	2,400	2,300	35	
23	25	**Orchard Supply Hardware,** San José, Calif.	310	290	6.9	80	80	37	35	35,000	1,295,000	50,000	3,400	3,200	50	
24	27	**McCoy's Building Supply Center,** San Marcos, Texas	309	273	13.2	75	75	98	95	16,300	1,600,000	7,500	1,100	1,100	NA	
25	24	**Wolohan Lumber,** Saginaw, Mich.	304	296	2.7	53	51	51	50	26,400	1,346,000	10,000	1,768	1,650	28	
26	26	**Carter-Jones Lumber,** Kent, Ohio	300	280	7.1	60	55	146	146	8,000	1,168,000	16,000	4,000	4,000	0	
27	18	**Channel Home Centers,** Whippany, N.J.	260	379	−31.4	100	100	52	86	35,000	4,000,000	17,000	3,000	4,000	30	
28	29	**BMC West,** Boise, Idaho	219	224	− 2.2	25	22	28	28	12,500	350,000	20,000	1,125	1,034	13	C, HWI
29	30	**Carolina Builders,** Raleigh, N.C.	210	187	12.3	5	5	21	21	1,800	38,000	8,000	1,003	1,003	0	
30	28	**West Building Materials,** Atlanta*	190	257	−26.1	30	30	36	46	27,000	972,000	10,000	1,300	1,900	0	
31	31	**Meeks Building Centers,** Springfield, Mo.[8]	171	171	0.0	40	40	30	29	15,200	455,000	12,000	700	700	25	HWI
32	33	**Copeland Lumber Yards,** Portland, Ore.	152	154	− 1.3	40	35	73	73	5,000	365,000	6,500	750	800	NA	
33	41	**Foxworth-Galbraith Lumber,** Dallas	142	111	27.9	30	35	44	46	8,000	603,182	10,000	1,200	892	2	
34	38	**The Andersons,** Maumee, Ohio	140	135	3.7	95	95	6	6	120,000	720,000	80,000	900	900	70	
35	34	**Leeds Building Products,** Marietta, Ga.	140	150	− 6.7	10	15	18	28	7,500	135,000	11,000	425	800	33	
36	36	**Miron Building Products,** Kingston, N.Y.[9]	130	140	− 7.1	30	25	8	7	20,000	150,000	45,000	400	NA	8	BMA, SS
37	32	**Terry Cos.,** Tarzana, Calif.	130	165	−21.2	6	5	16	14	5,700	91,000	25,000	540	585	2	
38	40	**Westlake Hardware,** Lenexa, Kan.	120	111	8.1	95	95	51	52	22,400	1,144,000	30,000	1,120	1,200	30	Ace
39	37	**Dixieline,** San Diego	115	136	−15.4	50	29	10	10	20,000	200,000	28,000	700	874	10	HWI
40	46	**Fagen's Building Centers,** Wexford, Pa.	110	100	10.0	20	15	28	26	10,350	290,000	10,000	600	590	NA	
41	39	**Anderson Lumber,** Ogden, Utah	107	113	− 5.3	30	30	23	21	6,000	138,000	15,000	650	650	5	CBS
42	43	**Parr Lumber,** Aloha, Ore.	107	102	4.9	20	30	10	9	10,000	100,000	20,000	250	270	5	BMA
43	48	**Stambaugh-Thompson,** Youngstown, Ohio	104	94	10.6	90	100	21	21	30,100	633,000	23,000	1,200	1,300	40	
44	45	**Seigle's Home & Building Centers,** Elgin, Ill.	104	100	4.0	60	60	8	8	35,000	280,000	18,000	600	616	25	BMA, CBS
45	44	**Alexander Lumber,** Aurora, Ill.	100	102	− 2.0	30	20	50	50	4,000	144,000	10,000	400	390	0	HWI
46	42	**Strober Organization,** Brooklyn, N.Y.	100	110	− 9.1	15	15	10	9	10,200	102,000	8,000	450	380	0	SS
47	47	**Valu Home Centers,** Buffalo, N.Y.	94	94	0.0	85	100	28	28	27,000	756,000	15,000	225	225	0	
48	49	**Wolf Organization,** York, Pa.[10]	92	92	0.0	30	30	36	35	2,000	72,000	4,000	320	245	20	LMC
49	50	**Chase-Pitkin,** Rochester, N.Y.	90	90	0.0	90	90	13	12	46,150	600,000	30,000	1,550	1,400	4	BMA
50	51	**Hill-Behan Lumber,** St. Louis	90	90	0.0	70	70	33	33	12,000	396,000	10,000	650	650	0	
51	52	**Edward Hines Lumber,** Itasca, Ill.	90	90	0.0	50	40	23	25	13,000	300,000	9,000	1,000	NA	5	
52	56	**ACO Inc.,** Farmington Hills, Mich.	88	87	1.1	90	90	70	70	10,000	840,000	15,000	1,300	1,400	40	SS
53	57	**Leaner Home Center Inc.,** York, Pa.	87	87	0.0	80	80	5	6	15,000	77,000	10,000	90	90	2	C
54	54	**Thompson Building Materials,** Orange, Calif.	86	89	− 3.4	21	20	9	9	NA	NA	1,500	270	220	0	

*NHCN estimate

[1] Is in the process of converting many of its smaller stores to 65,000- to 100,000-square-foot stores.
[2] Includes sales from Somerville Lumber ($244 million). Last year, remodeling tore down wall between stores and adjacent warehouse, making the selling floor in many units 80,000 square feet.
[3] 75,000 square feet average (77 Hechingers); 100,000 (33 HomeQuarters Warehouses); 35,000 (6 Triangle Building Centers)
[4] Changed name to HomeBase 4/92.
[5] Average square footage includes calculation for 110 home centers and 48 hardware stores.
[6] Includes Lumbermen's, Spenards and United Building Centers chains.
[7] Is owned by Belgium's GIB Group
[8] Includes division in California.
[9] New store opened in Liberty, N.Y., in April.
[10] Includes two window and door stores

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

RETAIL SCOREBOARD

Rank 1991	Rank 1990	Company	Sales ($ mil.) 1991	Sales ($ mil.) 1990	% Change 1990-1991	% DIY 1991	% DIY 1990	Stores 1991	Stores 1990	Sq. Ft. Store avg. 1991	Sq. Ft. Chain total 1991	Skus store avg. 1991	Employees 1991	Employees 1990	% of Employees part-time 1991	Buying/mktg group 1991
55	35	**Gerrity Lumber,** Newton Upper Falls, Mass.	83	140	−40.7	40	25	13	16	9,600	125,000	15,000	325	400	10	
56	58	**Church's Lumber Yards,** Utica, Mich.	82	80	2.5	60	75	16	16	20,000	320,000	15,000	525	480	50	BMA, LMC, PAL
57	53	**Pelican Building Centers,** Conway, S.C.	80	89	−10.1	25	25	12	12	10,000	120,000	15,000	350	350	NA	LMC
58	55	**A.C. Houston Lumber,** Wichita, Kan.	80	89	−10.1	20	15	8	8	15,375	123,000	14,000	300	350	5	Ace, BMA
59	64	**Yardbirds of California,** Petaluma, Calif.	78	70	11.4	85	90	9	8	43,750	400,000	24,000	400	330	1	
60	59	**Builders Discount,** North Hollywood, Calif.	70	80	−12.5	50	50	4	5	125,000	500,000	25,000	220	240	20	
61	67	**National Home Center,** Springdale, Ark.	70	67	4.5	46	43	5	5	42,600	213,000	18,000	520	472	7	BMA, HWI
62	63	**Builderway Inc.,** Greenville, S.C.	70	72	− 2.8	20	15	14	13	7,900	110,000	8,000	370	350	1	BMA
63	61	**Scherer Brothers Lumber,** Brooklyn Park, Minn.	70	75	− 6.7	10	10	2	2	5,000	10,000	9,000	275	250	5	HWI
64	62	**Lyman Lumber,** Excelsior, Minn.	70	73	− 4.1	5	5	3	3	25,000	75,000		150	150	2	LMC
65	60	**Barr Lumber,** Los Alamitos, Calif.	65	80	−18.8	25	20	6	6	25,000	150,000	10,000	230	240	1	HWI
66	66	**Cox Lumber,** St. Petersburg, Fla.[11]	64	68	− 5.9	20	20	20	12	7,250	145,000	8,000	550	500	0	SS
67	75	**Star Lumber & Supply Co.,** Wichita, Kan.	63	57	10.5	50	36	4	4	27,800	90,000	24,000	475	475	14	BMA, CBS, HWI
68	68	**Courtesy Home Centers,** Mt. Prospect, Ill.	62	66	− 6.1	95	85	6	6	66,700	400,000	25,000	750	800	40	BMA
69	69	**Paty Co.,** Piney Flats, Tenn.	61	64	− 4.7	50	57	8	8	25,000	200,000	16,000	400	400	15	LMC
70	74	**Lumber City,** Van Nuys, Calif.	58	58	0.0	100	95	7	8	16,190	240,000	28,000	300	NA	0	
71	96	**Great Plains Supply,** Roseville, Minn.	58	48	20.8	25	30	27	34	5,550	150,000	15,000	300	294	2	BMA
72	76	**NHD Stores,** Stoughton, Mass.	57	56	1.8	90	100	35	35	15,400	540,000	40,000	700	676	50	
73	79	**Curtis Lumber,** Ballston Spa, N.Y.	56	54	3.7	60	54	9	8	10,000	90,000	17,000	250	280	4	LMC
74	86	**Blackstone Co.,** East Brunswick, N.J.	55	51	7.8	10	10	4	4	25,000	100,000	10,000	200	260	0	
75	95	**City Mill,** Honolulu	53	48	10.4	85	85	5	5	45,000	225,000	15,000	420	421	NA	
76	77	**Sunrise Build 'N Grow,** Hayward, Calif.[12]	52	55	− 5.5	95	95	14	14	28,600	400,000	12,000	350	400	20	
77	65	**Henry Bacon Building Materials,** Issaquah, Wash.	52	70	−25.7	40	40	5	5	16,000	80,000	20,000	350	400	1	BMA
78	83	**Brown-Graves Co.,** Akron, Ohio	52	52	0.0	25	25	4	4	15,000	60,000	12,000	200	200	10	C
79	72	**Ganahl Lumber,** Anaheim, Calif.	52	61	−14.8	8	8	3	3	25,000	50,000	20,000	250	280	15	BMA, HWI
80	82	**E.C. Barton,** Jonesboro, Ark.	51	52	− 1.9	45	40	27	27	5,500	150,000	5,000	375	380	13	HWI
81	80	**San Lorenzo Lumber,** Santa Cruz, Calif.	51	54	− 5.6	40	40	5	5	3,000	15,000	12,000	240	190	3	Ace
82	92	**Monarch Building Supply,** Honolulu	51	49	4.1	40	40	7	7	NA	NA	18,000	250	NA	NA	
83	87	**Goodman Lumber,** San Francisco	50	50	0.0	90	100	4	4	52,500	210,000	12,500	250	200	8	Ace
84	81	**Central Michigan Lumber,** St. Johns, Mich.	50	52	− 3.8	55	65	6	5	6,000	35,000	14,000	175	150	10	
85	88	**Hamilton Lumber & Home Center,** Hamilton, Mich.	50	50	0.0	50	50	3	3	25,000	75,000	13,000	60	60	2	C, PAL
86	90	**Piedmont Lumber & Mill,** Pleasant Hill, Calif.	50	50	0.0	40	35	6	6	15,000	90,000	40,000	245	210	4	Ace
87	93	**Stock Lumber Inc.,** Green Bay, Wis.	49	49	0.0	30	20	9	8	10,000	90,000	NA	500	NA	NA	BMA, Our Own
88	84	**Lezzer Cash & Carry,** Curwensville, Pa.	48	51	− 5.9	50	50	7	7	12,000	84,000	15,000	250	257	5	LMC, SS
89	111	**Ridout Lumber,** Searcy, Ark.	48	41	17.1	50	50	9	9	11,600	104,000	3,500	185	150	6	
90	89	**Bellevue Builders Supply,** Schenectady, N.Y.	48	50	− 4.0	40	40	1	1	42,000	42,000	19,500	195	188	20	Ace
91	98	**Haddonfield Lumber,** Cherry Hill, N.J.	48	48	0.0	10	10	7	6	11,000	78,000	7,000	200	170	10	Ace
92	99	**Fox Home Center,** Chicago	47	47	0.0	50	50	4	4	20,000	80,000	17,500	100	100	25	HWI
93	97	**H.P.M. Building Supply,** Hilo, Hawaii[13]	47	48	− 2.1	30	20	5	4	21,600	108,000	20,000	240	200	0	A-P
94	101	**M.L. Claster & Sons,** Bellefonte, Pa.	46	46	0.0	55	50	11	11	11,000	121,000	12,000	240	270	NA	BMA
95	103	**Bison Building Materials,** Houston	46	45	2.2	50	50	4	4	6,000	24,000	1,000	375	375	2	
96	85	**Riverhead Building Supply,** Riverhead, N.Y.	46	51	− 9.8	40	30	4	4	15,000	60,000	13,000	180	200	0	ENAP, RS
97	112	**Lampert Yards,** St. Paul, Minn.	45	41	9.8	35	45	31	30	11,000	370,000	15,000	225	210	0	HWI
98	71	**General Building Products,** Medford, N.Y.	45	62	−27.4	30	35	6	8	22,500	135,000	15,000	200	241	2	
99	78	**Hancock Lumber Co.,** Casco, Maine	43	55	−21.8	40	40	9	9	3,500	31,500	15,000	200	197	2	ENAP
100	105	**Plywood Minnesota,** Minneapolis	42	42	0.0	65	45	11	13	35,400	390,000	7,000	350	375	25	
101	113	**Spahn and Rose Lumber,** Dubuque, Iowa	42	40	5.0	60	60	23	22	4,600	105,000	11,000	195	185	13	HWI
102	104	**Standard Supply & Lumber,** Grand Rapids, Mich.	42	45	− 6.7	20	25	11	10	4,500	50,000	10,000	225	200	5	Ace, CBS
103	107	**Big Tin Barn,** Conroe, Texas	42	42	0.0	15	30	5	4	9,000	45,000	12,000	110	110	0	BMA
104	108	**Builders Supply,** Omaha, Neb.	42	42	0.0	15	11	1	1	20,000	20,000	30,000	200	200	10	HWI
105	102	**Causeway Lumber,** Ft. Lauderdale, Fla.	42	46	− 8.7	10	15	2	3	8,350	16,700	9,500	215	280	0	C
106	247	**Williams Brothers,** Duluth, Ga.	41	21	95.2	5	10	5	4	50,000	250,000	4,000	160	140	0	
107	73	**Busy Beaver,** Pittsburgh	40	59	−32.2	95	95	10	13	27,000	270,000	15,000	450	729	40	
108	121	**M.G. Building Materials,** San Antonio	40	35	14.3	40	60	4	4	10,000	40,000	13,000	100	120	1	BMA, HHW, HWI
109	180	**Brookhart Inc.,** Colorado Springs, Colo.	40	26	53.8	30	30	9	7	11,000	100,000	8,000	200	156	5	Ace, CBS
110	183	**West End Lumber Co.,** Houston	40	26	53.8	10	10	3	3	5,000	15,000	15,000	85	50	5	
111	109	**Fairfield Lumber & Supply,** Fairfield, Conn.[14]	40	42	− 4.8	10	10	2	3	6,000	12,000	7,000	120	100	5	BMA, C, SS

**NHCN* estimate

[11] Includes sales from Panning Lumber.
[12] Began liquidating in late April 1992.
[13] Three home centers (30,000 square feet each) and two paint stores (6,000 square feet each)
[14] Includes sales from Moodus Lumber, Moodus, Conn.

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

RETAIL SCOREBOARD

Rank		Company	Sales ($ mil.)		% Change 1990-1991	% DIY		Stores		Sq. Ft.		Skus store avg. 1991	Employees		% of Employees part-time 1991	Buying/mktg group 1991
1991	1990		1991	1990		1991	1990	1991	1990	Store avg. 1991	Chain total 1991		1991	1990		
112	115	**Feldman Lumber Co.,** Brooklyn, N.Y.	40	40	0.0	10	15	3	3	2,600	8,000	3,000	120	125	1	SS
113	94	**Holmes Lumber Co.,** Jacksonville, Fla.	40	49	−18.4	5	5	2	2	14,000	28,000	12,500	200	190	2	BMA
114	117	**Thompson Enterprises,** Minnetonka, Minn.*	39	37	5.4	70	70	9	9	10,000	90,000	30,000	600	600	NA	
115	114	**Fullerton Lumber,** Minneapolis	38	40	− 5.0	40	40	23	23	6,000	138,000	15,000	200	250	5	Our Own
116	132	**Stripling Blake Lumber,** Austin, Texas	38	32	18.8	25	30	3	3	26,300	79,000	18,000	200	200	5	BMA, HHW, HWI
117	119	**Western Home Center,** Cincinnati	38	36	5.6	20	50	2	2	13,000	26,000	12,000	300	250	0	BMA, LMC
118	118	**Mayfield Building Supply,** Arlington, Texas	38	37	2.7	5	5	2	2	6,500	13,000	10,000	125	100	0	BMA
119	106	**Hayward Lumber,** Salinas, Calif.	37	42	−11.9	35	42	6	6	15,000	90,000	20,000	201	185	15	BMA, SS
120	169	**Alamo Lumber,** San Antonio	36	27	33.3	70	70	14	14	5,000	70,000	10,000	250	250	5	HWI
121	156	**R.P. Lumber Co.,** Edwardsville, Ill.	36	29	24.1	25	50	11	11	9,100	100,000	12,000	135	130	10	HWI
122	501	**Eagle Hardware & Garden,** Tukwila, Wash.[15]	35	2	NA	85	85	4	4	120,000	465,000	45,000	600	NA	5	
123	212	**Central Valley Builders Supply,** St. Helena, Calif.	35	23	52.2	35	30	3	2	6,000	18,000	3,000	180	175	2	C
124	142	**Tualatin Valley Builders Supply,** Lake Oswego, Ore.	35	31	12.9	30	20	5	4	6,000	30,000	15,000	150	131	5	Ace
125	150	**Woodhaven Lumber & Millwork,** Point Pleasant Beach, N.J.	35	30	16.7	25	25	3	3	15,000	45,000	10,000	130	130	0	BMA, SS
126	124	**Moser Lumber Inc.,** Naperville, Ill.	35	34	2.9	20	25	2	2	40,000	80,000	20,000	225	225	30	HWI
127	125	**Midpac Lumber Co.,** Honolulu	35	34	2.9	20	15	1	1	9,000	9,000	NA	175	169	1	
128	91	**Golden State Lumber,** Vallejo, Calif.	35	50	−30.0	8	20	2	2	6,400	12,800	2,500	85	100	1	
129	166	**Franklin Building Supply,** Boise, Idaho	35	28	25.0	5	5	5	5	9,000	45,000	6,000	170	110	0	BMA, CBS
130	70	**Chandler Lumber Co.,** Van Nuys, Calif.	35	64		5	5	3	3	20,000	60,000	20,000	120	120	5	Ace
131	176	**P.E. Dolan Lumber,** Benicia, Calif.	34	26	30.8	60	60	4	4	11,250	45,000	20,000	160	160	10	
132	123	**Babbitt Brothers,** Flagstaff, Ariz.	34	34	0.0	40	35	7	7	15,000	105,000	15,000	250	250	0	BMA, CBS
133	145	**Friedman Brothers Hardware,** Santa Rosa, Calif.	33	30	10.0	70	70	1	1	60,000	85,000	30,000	200	180	15	
134	138	**Century Supply Co.,** Lombard, Ill.	33	31	6.5	50	50	8	8	11,160	89,290	10,000	200	220	10	
135	161	**Mill Creek Lumber & Supply,** Tulsa, Okla.	33	28	17.9	35	40	3	3	15,000	45,000	16,000	95	95	NA	BMA, HWI
136	120	**Nassau Suffolk Lumber,** Hauppauge, N.Y.	33	36	− 8.3	25	30	6	6	3,000	18,000	10,000	150	90	NA	LMC
137	136	**Calcasieu Lumber,** Austin, Texas	33	32	3.1	5	5	1	1	15,000	15,000	20,000	150	150	3	
138	129	**Rigg's Supply,** Kennett, Mo.	32	32	0.0	75	65	8	8	15,600	125,000	12,000	200	145	NA	
139	148	**Manis Lumber (Wheeler's),** Rome, Ga.	32	30	6.7	40	32	11	9	6,500	71,500	10,000	185	150	1	
140	177	**Herrmann Lumber,** Springfield, Mo.	32	26	23.1	30	40	10	10	8,000	80,000	10,000	170	163	10	Our Own
141	139	**Peter Lumber,** Pleasantville, N.J.	31	31	0.0	40	35	13	12	6,000	50,000	8,000	52	52	0	PRS
142	130	**Fingerle Lumber,** Ann Arbor, Mich.	31	32	− 3.1	35	35	2	1	20,000	40,000	10,000	150	130	10	BMA, HWI
143	141	**Masten Home Centers,** Milford, Del.	31	31	0.0	30	27	7	7	10,800	76,000	17,000	200	213	NA	LMC
144	134	**Builders General Supply,** Little Silver, N.J.	31	32	− 3.1	25	15	4	4	5,000	20,000	15,000	150	125	NA	Ace
145	122	**All American Home Center,** Downey, Calif.	30	34	−11.8	100	100	1	1	145,000	145,000	90,000	270	300	50	C
146	126	**H&E Do-It-Yourself Home Centers,** Victorville, Calif.	30	33	− 9.1	95	95	6	6	41,666	250,000	24,000	250	300	0	HWI
147	144	**Hacienda Home Centers,** Albuquerque, N.M.	30	30	0.0	90	90	6	6	23,300	140,000	15,000	270	280	15	BMA
148	502	**Builders Express,** San Antonio[16]	30	NA	NA	90	90	3	3	117,000	352,000	30,000	352	352	NA	
149	185	**Supply One Inc.,** Reno, Nev.	30	25	20.0	85	85	5	3	45,000	225,000	30,000	200	170	50	Ace, BMA
150	147	**Williams Lumber & Home Center,** Rhinebeck, N.Y.	30	30	0.0	40	40	3	3	16,600	50,000	12,000	100	150	NA	Ace
151	116	**Westside Building Materials,** Anaheim, Calif.	30	40	−25.0	30	10	1	1	1,200	1,200	8,000	60	50	3	
152	133	**Millard Lumber,** Omaha, Neb.	30	32	− 6.3	25	25	3	3	20,000	57,000	25,000	200	200	2	BMA, HWI
153	131	**Moynihan North Reading Lumber,** N. Reading, Mass.	30	32	− 6.3	25	30	2	2	4,000	8,000	6,000	90	78	5	Ace, CR, ENAP
154	100	**Kogel Giant Builders Supply,** Middle Island, N.Y.*	30	47	−36.2	15	15	3	7	3,500	11,000	8,000	60	NA	3	SS
155	110	**Pine Tree Lumber,** Escondido, Calif.	30	42	−28.6	10	10	3	3	12,000	36,000	12,000	120	180	1	Ace
156	154	**Kempsville Building Materials,** Virginia Beach, Va.	30	30	0.0	10	10	2	1	12,000	24,000	12,000	170	150	0	BMA, IBSA
157	174	**Ziegler Building Centers,** Spokane, Wash.	29	26	11.5	75	75	10	9	27,000	270,000	4,500	150	123	3	
158	157	**Hammond Lumber Co.,** Belgrade, Maine	29	29	0.0	40	40	5	5	8,000	40,000	15,000	125	125	5	BMA, LMC, SS
159	149	**Nickerson Lumber Co.,** Orleans, Mass.	29	30	− 3.3	30	26	7	7	18,570	130,000	22,000	167	155	7	LMC
160	140	**Richardson Industries,** Sheboygan Falls, Wis.*	29	31	− 6.5	20	30	2	2	10,000	20,000	11,500	50	35	3	BW, HWI, PAL
161	194	**National Lumber,** Mansfield, Mass.[17]	29	25	16.0	15	15	3	3	30,000	90,000	20,000	85	70	5	SS
162	186	**Hughes Lumber,** Tulsa, Okla.	28	25	12.0	80	75	10	10	12,000	120,000	13,500	170	170	0	
163	173	**Thurman Industries,** Kirkland, Wash.	28	26	7.7	80	80	15	15	15,000	150,000	9,500	140	140	8	NSDA
164	146	**Marvin's Inc.,** Trussville, Ala.*	28	30	− 6.7	50	50	12	12	22,000	264,000	NA	500	500		LMC
165	179	**Choo Choo Supply,** Vidalia, Ga.	28	26	7.7	40	35	7	7	12,850	90,000	9,000	140	160	15	BMA, HWI

**NHCN* estimate

[15] One store (Spokane, Wash.) opened in December 1990.
[16] Company went out of business 3/31/92.
[17] Mansfield, Mass., store is 60,000 square feet.

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

RETAIL SCOREBOARD

Rank 1991	Rank 1990	Company	Sales ($ mil.) 1991	Sales ($ mil.) 1990	Sales % Change 1990-1991	% DIY 1991	% DIY 1990	Stores 1991	Stores 1990	Sq. Ft. Store avg. 1991	Sq. Ft. Chain total 1991	Skus store avg. 1991	Employees 1991	Employees 1990	% of Employees part-time 1991	Buying/ mktg group 1991
166	160	**TAPJAC Co.,** Carthage, Mo.	28	28	0.0	30	55	11	13	9,700	106,798	15,000	193	300	5	HWI
167	292	**East Coast Lumber & Supply,** Fort Pierce, Fla.	28	19	47.4	25	15	6	6	8,333	50,000	15,000	115	120	1	DA, LMC, SS
168	128	**William M. Young,** New Castle, Del.	28	33	−15.2	20	15	1	1	44,000	44,000	NA	70	75	12	
169	143	**J.C. Snavely & Sons,** Landisville, Pa.	28	31	− 9.7	15	15	3	2	13,300	40,000	8,000	220	180	5	LMC, SS
170	168	**Levy's Lumber & Building Centers,** Louisville, Ky.	27	27	0.0	75	95	4	4	62,500	250,000	25,000	250	300	NA	
171	199	**Bender Lumber,** Bloomington, Ind.	27	24	12.5	65	60	5	6	19,500	98,000	15,000	210	210	15	BMA, HWI
172	189	**Bloedorn Lumber Co.,** Torrington, Wyo.	27	25	8.0	40	40	18	18	7,400	133,000	15,000	150	150	0	BMA, Our Own
173	242	**John H. Myers & Son,** York, Pa.	27	21	28.6	20	20	5	3	26,800	134,000	40,000	97	90	5	BMA, ENAP
174	171	**Southern Sash Sales & Supply,** Sheffield, Ala.	27	27	0.0	20	20	4	4	20,000	80,000	25,000	50	50	0	SS
175	236	**Matt's Cash & Carry Building Mat'ls,** Pharr, Texas	26	21	23.8	70	55	2	2	50,000	100,000	30,000	168	165	30	BMA, HHW
176	187	**T.H. Rogers Lumber,** Oklahoma City	26	25	4.0	65	65	29	30	4,500	130,000	15,000	180	185	0	
177	164	**Stottlemyer & Shoemaker Lumber,** Sarasota, Fla.	26	28	− 7.1	25	10	5	5	7,000	35,000	9,500	200	220	10	DA, SS
178	182	**F.E. Wheaton & Co.,** Wheaton, Ill.	26	26	0.0	20	10	1	1	10,000	10,000	30,000	100	82	1	LMC
179	206	**Marling Lumber Co.,** Madison, Wis.	26	24	8.3	15	15	4	2	2,500	10,000		140	100	0	BMA, SS
180	216	**Mead Clark Lumber Co Inc.,** Santa Rosa, Calif.	26	23	13.0	10	10	2	1	10,400	20,800	6,000	100	80	15	C, HWI
181	165	**Ridge Lumber,** Baltimore	26	28	− 7.1	10	10	1	1	12,000	12,000	10,000	100	100	NA	BMA
182	167	**Raymond Building Supply Corp.,** N. Fort Myers, Fla.	26	28	− 7.1	5	5	3	3	12,000	36,000	5,000	200	180	0	LMC, SS
183	158	**Simon Home Centers,** Walnut Creek, Calif.	25	28	−10.7	95	95	3	3	50,000	150,000	10,500	350	258	20	
184	137	**Snyder Diamond,** Santa Monica, Calif.	25	31	−19.4	95	95	4	4	9,000	36,000	40,000	140	210	2	
185	234	**Dill's Best Building Centers,** Brewster, N.Y.	25	21	19.0	80	75	8	8	15,000	120,000	10,000	170	221	20	HWI
186	175	**C&C Lumber Building Supplies,** Tarrs, Pa.	25	26	− 3.8	50	60	2	1	21,000	42,000	15,000	75	70	5	BMA
187	188	**Your Building Centers,** Altoona, Pa.	25	25	0.0	40	50	7	8	5,000	34,000	10,000	150	180	2	
188	151	**California Shingle and Shake Co.,** Concord, Calif.	25	30	−16.7	25	25	4	4	1,200	4,800	250	80	75	6	
189	163	**Yaeger & Kirk,** Santa Rosa, Calif.	25	28	−10.7	25	25	3	3	20,000	60,000	18,000	215	205	5	Ace, BMA
190	162	**Learned Lumber,** Hermosa Beach, Calif.	25	28	−10.7	25	35	2	2	6,000	12,000	6,500	45	85	0	HWI
191	228	**Guy C. Lee Building Materials,** Smithfield, N.C.	25	22	13.6	20	25	6	6	6,000	36,000	12,000	84	77	2	IBSA
192	135	**Roper Bros. Lumber,** Petersburg, Va.	25	32	−21.9	10	10	3	4	4,000	12,000	9,000	125	150	5	Ace, BMA, EN
193	195	**Clay Ingels Co.,** Lexington, Ky.	25	25	0.0	10	10	2	2	4,500	9,000	8,000	100	100	0	P
194	152	**Riverside Millwork Co.,** Penacook, N.H.	25	30	−16.7	10	15	7	7	4,300	30,000	300	220	200	1	
195	207	**Estate of George Snyder,** Hatfield, Pa.	24	23	4.3	80	93	1	1	60,000	60,000	40,000	125	120	NA	LMC, SS
196	159	**Lumber Headquarters,** Brooklyn, N.Y.	24	28	−14.3	75	80	14	13	5,000	65,000	7,500	225	225	10	SS
197	235	**Stine Lumber,** Sulphur, La.	24	21	14.3	70	65	4	4	26,250	105,000	10,000	200	180	15	ABS, Ace
198	198	**Elk Supply,** Clinton, Okla.	24	24	0.0	60	70	17	18	20,000	340,000	30,000	100	130	NA	C
199	201	**N.A. Mans & Sons,** Trenton, Mich.	24	24	0.0	40	40	4	4	10,000	40,000	14,000	150	110	20	BMA, CBS, HWI
200	211	**Steenbeke & Sons,** Boscawen, N.H.	24	23	4.3	40	31	7	7	12,000	84,000	13,000	165	155	10	BMA, C
201	219	**Lappo Lumber,** Fruitport, Mich.	24	22	9.1	40	65	2	2	15,000	30,000	20,000	95	95	33	BMA, PAL
202	223	**Scott Lumber Co.,** Bridgeport, Ohio	24	22	9.1	35	35	8	8	15,000	120,000	20,000	257	220	35	BMA
203	281	**Keim Lumber Co.,** Charm, Ohio	24	19	26.3	30	50	1	1	32,000	32,000	15,000	100	90	0	HWI
204	202	**Lester Group,** Martinsville, Va.	24	24	0.0	30	35	4	4	14,375	57,500	13,000	150	130	5	BMA, C, IBSA, SS
205	239	**Chicago Lumber Co. of Omaha,** Omaha, Neb.	24	21	14.3	25	25	15	15	6,000	90,000	NA	140	140	1	Ace, Our Own
206	192	**Cedarburg Lumber Co.,** Cedarburg, Wis.	24	25	− 4.0	20	25	2	2	7,500	15,000	15,000	110	105	5	BMA, HWI, LMC
207	220	**Olshan Lumber,** Houston	23	22	4.5	60	60	2	2	31,000	62,000	14,000	160	140	6	BMA, HHW, HWI
208	200	**Jaeger Lumber,** Union, N.J.	23	24	− 4.2	45	60	4	5	18,750	75,000	30,000	100	110	0	Ace, BMA, ENAP
209	209	**Frierson Building Supply,** Jackson, Miss.	23	23	0.0	40	40	1	1	7,000	7,000	10,000	160	175	0	BMA, SS
210	178	**Black & Co.,** Decatur, Ill.	23	26	−11.5	40	40	9	9	22,200	200,000	12,000	250	250	30	C, DA
211	287	**Kight Home Center,** Evansville, Ind.	23	19	21.1	30	30	3	3	NA	NA	6,500	115	95	20	BMA, HWI
212	203	**Consolidated Lumber,** Stillwater, Minn.	23	24	− 4.2	30	30	9	9	4,800	43,000	10,000	130	110	23	LMC
213	204	**Shelly Enterprises,** Souderton, Pa.	23	24	− 4.2	30	30	3	3	5,000	15,000	20,000	150	165	5	LMC, PRS, SS
214	226	**Wilson Lumber Co.,** Huntsville, Ala.	23	22	4.5	25	25	2	2	10,000	20,000	12,000	150	150	5	BMA, HWI
215	214	**Lee Lumber & Building Materials,** Chicago	23	23	0.0	15	15	2	2	12,500	25,000	11,000	140	135	0	BMA, PRS
216	273	**Great Central Lumber,** St. Louis	23	20	15.0	10	10	4	4	5,000	20,000	8,500	80	135	1	HWI
217	229	**Inter-State Lumber Co.,** Stillwater, Minn.	23	22	4.5	5	20	9	10	NA	NA	5,000	80	85	8	CBS, SS
218	279	**Crafty Beaver Home Centers,** Skokie, Ill.*	22	19	15.8	75	75	4	4	20,000	80,000	35,000	NA	NA	NA	C
219	221	**Buchheit Inc.,** Perryville, Mo.	22	22	0.0	50	50	3	3	13,300	40,000	15,000	60	60	0	BMA
220	253	**Jay-K Lumber,** New Hartford, N.Y.	22	20	10.0	40	60	1	1	50,000	50,000	23,000	100	110	0	Ace, LMC
221	127	**Sinclair Lumber,** Laurinburg, N.C.	22	33	−33.3	33	30	6	7	16,700	100,000	12,000	90	150	2	Ace, LMC
222	213	**Stan's Lumber Co.,** Twin Lakes, Wis.	22	23	− 4.3	30	25	3	3	4,000	10,000	3,000	80	85	3	CBS, Our Own
223	193	**County Lumber Co.,** Santa Barbara, Calif.	22	25	−12.0	25	25	3	2	16,700	50,000	1,000	63	60	0	DA
224	191	**Big C Lumber,** South Bend, Ind.	22	25	−12.0	25	25	4	5	6,250	25,000	12,000	100	125	10	BMA, C, PAL
225	227	**Big Creek Lumber,** Davenport, Calif.	22	22	0.0	25	25	4	4	20,000	80,000	6,000	175	170	0	Ace

**NHCN* estimate

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

RETAIL SCOREBOARD

Rank		Company	Sales ($ mil.)		% Change	% DIY		Stores		Sq. Ft. Store avg.	Sq. Ft. Chain total	Skus store avg.	Employees		% of Employees part-time	Buying/ mktg group
1991	1990		1991	1990	1990-1991	1991	1990	1991	1990	1991	1991	1991	1991	1990	1991	1991
226	196	**Gulf Stream Lumber,** Boynton Beach, Fla.	22	25	−12.0	20	10	3	3	2,830	8,500	12,000	150	170	10	BMA, C
227	230	**Maryland Lumber,** Baltimore	22	22	0.0	10	10	1	2	5,000	5,000	NA	78	78	0	SS
228	215	**Walter & Jackson Inc.,** Christiana, Pa.	22	23	− 4.3	10	11	3	3	5,000	15,000	6,500	101	105	0	BMA, PRS, SS
229	250	**Bomgaars Supply,** Sioux City, Iowa	21	20	5.0	90	90	11	11	21,500	237,000	12,500	225	250	0	Ace
230	258	**Martin Distributors,** Alexandria, La.	21	20	5.0	40	30	3	4	13,300	40,000	10,000	85	100	0	HHW
231	256	**Truitt & White Lumber,** Berkeley, Calif.	21	20	5.0	40	35	2	1	77,500	155,000	20,000	120	110	0	Ace
232	270	**Manning Building Supplies,** Ocala, Fla.	21	20	5.0	15	15	4	4	30,000	120,000	7,000	110	110	0	BMA
233	153	**Stevenson Lumber Co.,** Stevenson, Conn.	21	30	−30.0	5	10	1	1	8,000	8,000	1,000	60	150	0	
234	313	**Building Material Supply Co.,** Tucker, Ga.	21	18		5	5	1	1	24,000	24,000	1,800	73	55	20	
235	232	**Kuesters Inc.,** Evansville, Ind.	20	21	− 4.8	98	90	9	9	21,000	190,000	33,000	250	200	15	HWI
236	233	**Elliott Hardware,** Elm Grove, Wis.	20	21	− 4.8	85	80	4	3	31,250	125,000	50,000	300	260	20	Ace
237	172	**Rocky's Hardware & Home Center,** Springfield, Mass.	20	26	−23.1	80	80	7	8	12,000	85,000	25,000	140	180	25Ace	
238	278	**Chris & Dick's,** Salt Lake City	20	19	5.3	80	90	1	1	70,000	70,000	27,000	155	165	5	C
239	251	**Big L Corp.,** Sheridan, Mich.	20	20	0.0	75	65	6	6	21,700	130,000	35,000	70	74	10	Ace, LMC
240	218	**Cramer's Home Centers,** E. Stroudsburg, Pa.	20	22	− 9.1	75	75	7	7	10,000	70,000	9,000	120	125	2	LMC, SS
241	252	**White Aluminum Products,** Leesburg, Fla.	20	20	0.0	65	65	7	6	38,570	270,000	5,000	200	200	0	
242	283	**Potter's Shopping Center,** Jamestown, Tenn.	20	19	5.3	60	45	8	7	11,000	88,000	15,000	120	125	20	Ace, BMA
243	297	**Newkirk's Ace Hardware Inc.,** Rapid City, S.D.	20	18	11.1	55	60	7	6	17,900	125,000	30,000	130	160	10	Ace, C
244	255	**Gordon Lumber Co.,** Oak Harbor, Ohio	20	20	0.0	50	40	9	9	4,500	40,000	10,000	110	120	10	C, CBS
245	254	**Economy Building Materials,** Denver	20	20	0.0	50	40	3	3	9,000	27,000	13,000	100	100	3	BMA, HWI
246	265	**McGuire Lumber Co.,** Yakima, Wash.	20	20	0.0	40	25	1	1	20,000	20,000	8,000	35	35	0	BMA
247	208	**Hinckley Home Centers,** Hyannis, Mass.	20	23	−13.0	40	50	3	4	15,000	45,000	50,000	115	114	2	BMA
248	415	**Simonson Lumber,** St. Cloud, Minn.	20	14	42.9	40	30	7	6	15,000	140,000	3,000	100	80	3	BMA, C, CBS, Our Own
249	305	**A.J. Smith Co.,** Nashville, Tenn.	20	18	11.1	35	25	5	4	3,000	15,000	10,000	58	60	5	
250	331	**Du-Bell,** Medford, N.J.[18]	20	17	17.6	35	20	4	3	18,750	75,000	25,000	120	100	3	BMA, C, PRS, SS
251	210	**Lavalley Building Supply,** Newport, N.H.	20	23	−13.0	35	35	5	5	8,000	40,000	15,000	120	125	5	C, LMC
252	322	**Theut Products Inc.,** Mt. Clemens, Mich.	20	17	17.6	35	35	4	4	5,000	20,000	30,000	100	75	10	
253	225	**Lummus Supply,** Atlanta	20	22	− 9.1	35	25	4	4	10,500	42,000	7,500	61	62	0	HWI, SS
254	205	**One Source Home & Building Centers,** North Little Rock, Ark.	20	24	−16.7	30	30	4	4	7,500	30,000	10,000	135	160	NA	Ace
255	260	**J.H Patterson Co.,** Rockford, Ill.	20	20	0.0	25	25	10	10	2,000	20,000	NA	100	100	10	BMA, PRS
256	324	**Zarsky Lumber Co.,** Victoria, Texas	20	17	17.6	25	30	6	6	6,500	40,000	8,000	115	120	4	Ace, CBS, HHW
257	257	**Cofer Brothers,** Tucker, Ga.	20	20	0.0	25	30	1	1	15,000	15,000	500	70	85	3	SS
258	261	**Albert R. Lavalley Lumber,** Sanford, Maine	20	20	0.0	25	25	3	3	6,700	20,000	9,000	130	NA	5	C, LMC
259	259	**Sterling Lumber & Investment Co.,** Denver	20	20	0.0	25	30	10	10	15,255	152,550	7,000	95	100	2	
260	262	**Jordan & Bradley Building Supply,** Columbus, Ga.	20	20	0.0	20	25	3	3	NA	NA	5,000	80	NA	0	CBS
261	266	**Jones Lumber Co. Inc.,** Lynwood, Calif.	20	20	0.0	20	20	1	1	5,000	5,000	10,000	100	NA	0	
262	268	**INR Beatty Lumber Co.,** Oak Lawn, Ill.	20	20	0.0	20	20	4	3	6,750	27,000	6,000	100	72	6	HWI, PRS
263	170	**J.T.'s Home & Builders Centers,** Newport, R.I.	20	27	−25.9	20	20	3	4	8,000	24,000	13,000	100	125	2	ENAP
264	237	**Broadway Lumber Co.,** New York	20	21	− 4.8	20	40	4	4	10,000	40,000	5,000	100	120	5	SS
265	269	**Moss Lumber Co.,** Redding, Calif.	20	20	0.0	15	15	2	2	6,000	12,000	18,000	120	120	25	C
266	243	**Dykes Lumber Co.,** Weehawken, N.J.	20	21	− 4.8	15	20	6	6	3,000	18,000	5,000	95	100	5	LMC
267	276	**Hartje Lumber Inc.,** La Valle, Wis.	20	20	0.0	10	10	1	1	5,000	5,000	5,000	35	38	0	
268	295	**Chintimini Forest Products Inc.,** Albany, Ore.	20	19	5.3	10	10	3	3	9,700	29,000	7,000	29	29	0	
269	264	**W.T. Harvey Lumber Co.,** Columbus, Ga.	20	20	0.0	10	25	4	4	10,000	40,000	10,000	150	130	NA	BMA
270	249	**Home Lumber Co.,** S. St. Paul, Minn.	20	21	− 4.8	5	5	2	2	16,000	32,000	2,500	50	50	5	BMA, HWI
271	184	**Wilson Brothers,** Fredericksburg, Va.	20	26	−23.1	5	5	4	4	6,250	25,000	10,000	120	120	5	LMC, SS
272	197	**Crenshaw Lumber,** Gardena, Calif.	20	25	−20.0	5	10	1	1	3,500	3,500	3,000	50	NA	0	
273	296	**Mead Building Centers,** Columbus, Neb.	19	18	5.6	60	60	16	15	3,875	62,000	7,000	135	120	10	BMA, HWI
274	340	**Butz Building Centers,** Palmerton, Pa.	19	16	18.8	40	50	4	6	5,500	22,000	16,000	100	104	5	C
275	284	**Earl Latsha Lumber Co.,** Harrisburg, Pa.	19	19	0.0	40	40	1	1	40,000	40,000	10,000	53	56	0	
276	300	**DeGol Brothers Lumber Co.,** Gallitzin, Pa.	19	18	5.6	40	50	4	4	10,000	40,000	5,500	80	80	10	
277	285	**Ellsworth Builders Supply,** Ellsworth, Maine	19	19	0.0	35	32	8	8	NA	NA	6,000	100	75	4	LMC, SS
278	222	**The Dunn Corp.,** Daytona Beach, Fla.	19	22	−13.6	30	50	6	6	8,300	50,000	20,000	150	150	15	Ace
279	301	**Mortimer & Son Lumber Co.,** Port Huron, Mich.	19	18	5.6	30	40	4	4	10,000	40,000	14,000	80	80	1	C, LMC
280	326	**Doug Ashy Building Materials,** Lafayette, La.	19	17	11.8	30	30	3	3	16,700	50,000	12,000	115	100	0	LMC
281	288	**Southport Lumber & Supply,** Kenosha, Wis.	19	19	0.0	30	30	4	4	6,750	27,000	NA	60	NA	30	HWI
282	245	**Riemeier Lumber Co.,** Cincinnati	19	21	− 9.5	25	10	1	1	15,500	15,500	4,000	58	59	NA	

**NHCN* estimate

[18] Was formerly called Christy's Supplies.

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

RETAIL SCOREBOARD

Rank		Company	Sales			% DIY		Stores		Sq. Ft.		Skus store avg. 1991	Employees		% of Employees part-time 1991	Buying/mktg group 1991
1991	1990		($ mil.) 1991	1990	% Change 1990-1991	1991	1990	1991	1990	Store avg. 1991	Chain total 1991		1991	1990		
283	286	**A.L. Kilgo Co Inc.,** Honolulu[19]	19	19	0.0	25	30	1	1	300,000	300,000	300,000	130	160	5	
284	290	**Strait & Lamp Lumber Co.,** Hebron, Ohio	19	19	0.0	20	20	4	4	23,000	92,000	7,000	96	96	1	HWI
285	307	**Shaw Lumber Co.,** St. Paul, Minn.	19	18	5.6	20	20	1	1	5,000	5,000	7,000	110	82	2	HWI
286	240	**Tri-County Supply Inc.,** Pleasantville, N.J.	19	21	−9.5	20	20	4	3	3,000	12,000	NA	75	75	10	
287	289	**Sinclair Supply Co. Inc.,** Baltimore	19	19	0.0	20	20	3	3	25,000	75,000	5,323	76	NA	0	
288	294	**Triangle Building Supply Inc.,** Fayetteville, N.C.	19	19	0.0	15	10	2	2	40,000	80,000	12,000	119	130	2	DA
289	293	**Sepulveda Building Materials,** Torrance, Calif.	19	19	0.0	15	15	4	4	12,500	50,000	5,862	100	100	10	
290	272	**Boland Maloney Lumber Co.,** Louisville, Ky.	19	20	−5.0	10	10	2	2	7,250	14,500	7,000	85	80	1	BMA, LMC
291	248	**Livonia Building Materials,** Livonia, Mich.	19	21	−9.5	5	5	4	4	2,000	9,500	2,000	50	50	0	SS
292	316	**Brosius-Eliason Co.,** New Castle, Del.	18	17	5.9	65	60	4	4	18,000	72,000	13,000	120	100	0	LMC, SS
293	339	**Morales Home Centers,** Bronx, N.Y.	18	16	12.5	60	60	9	9	30,000	270,000	10,000	40	40	8	DA
294	381	**Standale Lumber & Home Center,** Grand Rapids, Mich.	18	15	20.0	55	20	3	2	8,300	25,000	NA	80	70	5	BMA, PAL, SS
295	298	**Whelan's,** Topeka, Kan.	18	18	0.0	50	50	4	4	32,500	130,000	20,000	140	160	5	HWI
296	325	**Better Living Inc.,** Charlottesville, Va.	18	17	5.9	30	30	1	1	12,000	12,000	15,000	80	100	4	HWI, IBSA
297	238	**Lumber One,** Avon, Minn.	18	21	−14.3	30	30	2	2	3,600	7,200	16,000	76	82	2	Ace, BMA
298	224	**A.H. Angerstein,** Wilmington, Del.	18	22	−18.2	20	30	4	4	8,000	33,000	10,000	90	130	0	PAL, PRS
299	271	**Devlin Lumber & Supply Corp.,** Rockville, Md.	18	20	−10.0	15	10	1	1	3,000	3,000	14,000	150	150	0	BMA
300	181	**Douglas Lumber Corp.,** Smithfield, R.I.	18	26	−30.8	15	15	1	1	20,000	20,000	17,000	50	75	15	BMA, CBS
301	246	**Ruffin & Payne,** Richmond, Va.	18	21	−14.3	10	10	1	1	4,500	4,500	2,500	105	120	0	BMA
302	391	**Cape Fear Supply,** Fayetteville, N.C.	18	15	20.0	10	10	1	1	2,000	2,000	5,500	75	75	0	BMA
303	310	**Lumber City Inc.,** Chesapeake, Va.	18	18	0.0	10	10	2	2	3,500	7,000	6,000	85	95	3	MA, C
304	241	**Beronio Lumber Co.,** San Francisco	18	21	−14.3	10	20	1	1	135,000	135,000	3,000	65	67	0	
305	217	**East Coast Builders Supply Corp.,** Chesapeake, Va.	18	23	−21.7	10	10	2	2	5,000	10,000	10,000	85	80	5	BMA, C
306	315	**Erlanger Lumber Co.,** Erlanger, Ky.	18	18	0.0	5	5	1	1	2,000	2,000	6,000	50	50	0	LMC
307	312	**Tulnoy Lumber Inc.,** New Rochelle, N.Y.	18	18	0.0	5	5	2	2	1,500	3,000	12,000	79	85	0	
308	314	**West Elizabeth Lumber Co.,** Elizabeth, Pa.	18	18	0.0	5	5	4	5	6,200	25,000	2,000	65	50	0	
309	398	**Poulsen's Inc.,** Great Falls, Mont.	17	14	21.4	70	70	1	1	36,000	36,000	6,000	80	70	20	Ace, BMA, Our Own
310	318	**Sash & Door Co.,** Bellingham, Wash.	17	17	0.0	50	50	2	2	50,000	100,000	10,000	120	120	0	Ace
311	319	**Knoll Lumber & Hardware Co.,** Kenmore, Wash.	17	17	0.0	40	50	4	4	7,500	30,000	21,000	80	88	0	
312	317	**J.C. Baldridge Lumber Co.,** Albuquerque, N.M.	17	17	0.0	40	50	2	2	6,500	13,000	20,000	140	140	15	C
313	282	**Whipple Brothers Inc.,** Tunkhannock, Pa.	17	19	−10.5	40	50	10	10	10,000	100,000	2,600	90	80	3	
314	321	**Allen Lumber Co.,** Barre, Vt.	17	17	0.0	35	40	5	5	5,000	25,000	15,000	70	80	6	LMC
315	373	**Thomas W. Perry,** Chevy Chase, Md.	17	15	13.3	33	30	2	2	17,500	35,000	30,000	140	140	20	BMA, SS
316	367	**Arnold Lumber Co.,** West Kingston, RI	17	15	13.3	30	40	3	3	6,500	20,000	20,000	85	100	0	SS
317	329	**Montalbano Lumber Co.,** Houston	17	17	0.0	30	25	2	2	7,500	15,000	8,000	90	85	0	BMA, C, HHW
318	346	**Mentor Lumber & Supply,** Mentor, Ohio	17	16	6.3	30	30	3	3	10,000	30,000	13,000	92	60	20	HWI
319	304	**Mintzer Bros.,** Rutland, Vt.	17	18	−5.6	30	30	2	2	5,000	10,000	4,000	40	40	3	LMC
320	328	**Rowley Building Products Corp.,** Middletown, N.Y.	17	17	0.0	25	25	6	6	5,000	30,000	10,000	115	100	8	SS
321	320	**Merrimack Valley Wood Products,** Methuen, Mass.	17	17	0.0	20	40	1	1	15,000	15,000	3,000	90	90	0	
322	390	**Wimsatt Building Materials Co.,** Wayne, Mich.	17	15	13.3	20	10	2	2	5,000	10,000	7,000	50	41	0	HWI
323	308	**R Lumber Center,** Edgewater, Md.	17	18	−5.6	20	15	1	1	3,000	3,000	6,000	90	100	0	BMA, CBS
324	382	**Smoot Lumber Co.,** Alexandria, Va.	17	15	13.3	20	20	1	1	10,000	10,000	11,000	65	65	5	BMA, SS
325	332	**Alpine Lumber,** Denver	17	17	0.0	15	12	4	4	3,000	12,000	4,000	70	70	0	BMA, HWI
326	395	**Columbia Lumber,** Columbia, S.C.	17	15	13.3	10	5	5	5	1,000	4,000	4,200	150	NA	1	LMC
327	274	**Hoida Lumber Inc.,** Green Bay, Wis.	17	20	−15.0	10	10	1	1	6,000	6,000	NA	125	125	0	CBS, LMC
328	155	**Champion Lumber,** Riverside, Calif.	17	30	−43.3	5	5	1	1	10,000	10,000	2,500	39	60	0	BMA
329	277	**Pine Cone Lumber,** Sunnyvale, Calif.	17	20	−15.0	5	5	1	1	15,000	15,000	NA	75	85	5	BMA
330	333	**Bagnal Builders Supply,** Columbia, S.C.	17	17	0.0	5	10	1	1	10,000	10,000	4,500	60	60	0	BMA
331	396	**Allied Trades Inc.,** Denver	17	15	13.3	5	5	1	1	5,000	5,000	10,000	141	141	8	DA
332	335	**Pintchik Inc.,** Brooklyn, N.Y.	16	16	0.0	90	90	6	6	12,500	75,000	12,000	150	125	NA	Ace
333	336	**Hardware City Home Center,** Silver Spring, Md.	16	16	0.0	85	75	4	4	15,000	60,000	19,000	175	125	30	HWI, SS
334	354	**Dunn Lumber,** Seattle*	16	15	6.7	80	80	10	9	10,000	100,000	NA	100	100	NA	
335	337	**Bering Home Center Inc.,** Houston	16	16	0.0	70	75	2	2	27,500	55,000	30,000	175	110	25	HWI
336	368	**Higginbotham-Bartlett Co.,** Lubbock, Texas	16	15	6.7	60	40	36	36	15,800	570,000	10,000	150	150	1	HWI
337	341	**Payless Building Supply,** Chico, Calif.	16	16	0.0	60	50	5	5	6,000	30,000	7,000	100	80	25	BMA
338	357	**Guadalupe Lumber & Supply Co.,** San Antonio	16	15	6.7	60	60	2	2	150,000	300,000	9,000	80	55	10	C, HHW

**NHCN* estimate

[19] Total showroom square foot represents seven buildings.

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

RETAIL SCOREBOARD

Rank		Company	Sales ($ mil.)		Sales % Change 1990-1991	% DIY		Stores		Sq. Ft. Store avg. 1991	Sq. Ft. Chain total 1991	Skus store avg. 1991	Employees		% of Employees part-time 1991	Buying/ mktg group 1991
1991	1990		1991	1990		1991	1990	1991	1990				1991	1990		
339	434	**Norris Rader Inc.**, New Iberia, La.	16	13	23.1	50	40	3	3	10,000	30,000	7,500	100	100	0	HWI
340	343	**A.D. Moyer Lumber & Hardware Inc.**, Gilbertsville, Pa.	16	16	0.0	50	35	2	2	10,200	20,400	12,000	70	NA	5	SS
341	280	**Certified Lumber & Home Center Corp.**, Brooklyn, N.Y.	16	19	−15.8	50	50	2	2	10,000	20,000	NA	100	100	0	Ace, C
342	363	**Economy Builders Supply Inc.**, Sandy, Utah	16	15	6.7	40	50	3	3	23,000	70,000	7,000	160	180	60	Ace, BMA
343	359	**G.V. Moore Lumber Co.**, Ayer, Mass.	16	15	6.7	40	60	5	5	14,000	70,000	16,000	100	115	10	C, LMC
344	323	**F. Diehl & Sons Inc.**, Wellesley, Mass.	16	17	− 5.9	35	35	1	1	37,000	37,000	10,000	62	62	13	LMC, SS
345	374	**La Crosse Lumber Co.**, Louisiana, Mo.	16	15	6.7	30	30	17	17	2,350	40,000	10,000	110	110	5	HWI
346	375	**Imperia Brothers Inc.**, Pelham Manor, N.Y.	16	15	6.7	25	25	2	2	17,500	35,000	30,000	75	75	1	Ace, ENAP
347	347	**Barrons Gaithersburg Lumber**, Gaithersburg, Md.	16	16	0.0	25	25	1	1	20,000	20,000	17,000	60	NA	10	SS
348	350	**Fifth Avenue Lumber Co.**, Columbus, Ohio	16	16	0.0	20	20	5	5	5,000	25,000	10,000	150	NA	1	HWI
349	442	**Orgain Building Supply**, Clarksville, Tenn.	16	13	23.1	20	30	1	1	8,500	8,500	11,000	100	70	3	BMA, HWI, LMC
350	291	**Buena Park Lumber & Hardware**, Buena Park, Calif.	16	19	−15.8	15	20	1	1	22,000	22,000	30,000	75	90	0	Ace, C
351	383	**Holmes Lumber & Building Center**, Millersburg, Ohio	16	15	6.7	15	15	1	1	7,000	7,000	10,000	48	48	0	SS
352	334	**Kleet Lumber Co.**, Huntington, N.Y.	16	17	− 5.9	15	7	1	1	4,000	4,000	NA	50	50	0	SS
353	380	**Topeka Lumber Inc.**, Topeka, Kan.	16	15	6.7	10	20	2	2	62,000	124,000	15,000	50	55	0	BMA, CBS, SS
354	388	**Matthews & Fields Lumber Co.**, Rochester, N.Y.	16	15	6.7	10	10	2	2	2,500	5,000	8,000	70	70	0	HWI
355	488	**Scarborough Lumber & Building Supply**, Scotts Valley, Calif.	15	11	36.4	80	75	4	4	7,000	28,000	25,000	105	125	15	Ace
356	338	**Metropolitan Lumber & Hardware**, New York	15	16	− 6.3	70	70	4	4	11,250	45,000	10,000	200	200	3	SS
357	401	**Bartlett Enterprises Inc.**, Canadian, Texas	15	14	7.1	70	60	9	9	8,000	72,000	NA	48	48	3	Ace
358	356	**Hendrick's**, Troy, Ala.	15	15	0.0	70	70	4	4	45,000	180,000	10,000	90	NA	5	Ace, BMA
359	426	**Elliott's Hardware**, Dallas	15	14	7.5	60	65	2	1	43,000	86,000	32,000	190	128	20	C
360	358	**H. Greenberg & Son Inc.**, Bennington, Vt.	15	15	0.0	60	60	2	2	20,000	40,000	20,000	50	50	2	CBS, ENAP, HWI
361	409	**Miner Lumber**, Collinsville, Conn.	15	14	7.1	51	48	1	1	17,000	17,000	5,000	60	45	2	LMC, SS
362	361	**Goldsboro Builders Supply**, Goldsboro, N.C.	15	15	0.0	50	50	5	5	83,200	416,000	12,000	60	50	5	Ace, IBSA, LMC
363	360	**Morsches Builders Mart**, Columbia City, Ind.	15	15	0.0	50	50	5	5	12,000	60,000	15,000	80	60	8	BMA, C
364	407	**Higginbotham Brothers**, Comanche, Texas	15	14	7.1	50	50	18	18	3,000	50,000	15,000	150	150	4	HWI
365	362	**Habersham Hardware & Home Center**, Cornelia, Ga.	15	15	0.0	50	50	2	2	27,000	54,000	35,000	95	90	2	Ace, BMA, CBS
366	342	**Fisher/Malibu Lumber**, Santa Monica, Calif.	15	16	− 6.3	45	50	2	2	7,500	15,000	19,000	75	100	4	
367	377	**Mathew Hall Lumber Co.**, North St. Cloud, Minn.	15	15	0.0	40	25	2	2	7,000	14,000	3,000	72	70	3	Ace, BMA, LMC
368	365	**Sutersville Lumber**, Sutersville, Pa.[20]	15	15	0.0	40	40	3	3	2,800	8,500	11,000	80	65	0	C, LMC
369	435	**Stewart Lumber Co.**, Dickson, Tenn.	15	13	15.4	40	40	3	3	20,000	60,000	6,000	88	82	10	BMA, HWI
370	411	**Siding World Inc.**, Detroit	15	14	7.1	40	40	7	6	20,000	140,000	13,000	70	70	3	DA, PAL
371	369	**Schoeneman Brothers Co.**, Sioux Falls, S.D.	15	15	0.0	40	40	9	10	6,700	60,000	10,000	100	100	0	
372	440	**Black Lumber**, Bloomington, Ind.	15	13	15.4	35	33	6	6	8,000	42,000	11,500	74	60	8	CBS, HWI
373	327	**Snow Lumber & Home Decorating**, High Point, N.C.	15	17	−11.8	30	30	2	2	10,000	20,000	10,000	135	125	5	Ace, BMA, CBS
374	376	**Chopp & Co.**, Waldorf, Md.	15	15	0.0	30	25	1	1	6,000	6,000	1,500	90	75	5	
375	439	**Hackmann Lumber Co.**, St. Charles, Mo.	15	13	15.4	30	35	2	2	12,500	25,000	15,000	110	110	NA	HWI
376	419	**Bliffert Lumber & Home Center**, Milwaukee	15	14	7.1	25	25	4	4	NA	NA	15,000	50	50	3	HWI
377	190	**Midland Lumber & Supply**, Midland Park, N.J.	15	25	−40.0	25	30	1	2	10,000	10,000	15,000	70	125	0	Ace, BMA
378	348	**Hale Kauai Ltd.**, Lihue, Island of Kaui, Hawaii	15	16	− 6.3	25	25	2	2	6,500	13,000	18,000	74	75	2	C
379	267	**Fairfax Lumber & Millwork**, Springfield, Va.	15	20	−25.0	25	20	2	2	5,000	10,000	8,000	70	75	0	BMA
380	421	**General Wholesale Building Supply**, New Bern, N.C.	15	14	7.1	20	20	1	1	110,000	110,000	10,000	110	110	5	LMC
381	306	**Morrell Builders Supply Co.**, Hyde Park, N.Y.	15	18	−16.7	20	20	1	1	12,000	12,000	NA	55	65	0	
382	498	**Hundman Lumber Do-It Center**, Bloomington, Ill.	15	11	36.4	20	15	1	1	20,000	20,000	20,000	75	50	1	HWI
383	244	**Home Lumber**, San Bernadino, Calif.	15	21	−28.6	20	20	2	2	10,000	20,000	4,000	35	35	6	HWI
384	384	**Northwest Building Materials & Supply**, Park Ridge, Ill.	15	15	0.0	15	15	4	4	10,000	40,000	2,000	60	60	0	HWI, PRS
385	352	**Elmsford Interstate Building Materials**, Elmsford, N.Y.	15	16	− 6.3	10	10	2	2	22,500	45,000	6,000	57	60	1	BMA

**NHCN* estimate

[20] Includes one window and door store.

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

Rank 1991	Rank 1990	Company	Sales ($ mil.) 1991	Sales ($ mil.) 1990	Sales % Change 1990-1991	% DIY 1991	% DIY 1990	Stores 1991	Stores 1990	Sq. Ft. Store avg. 1991	Sq. Ft. Chain total 1991	Skus store avg. 1991	Employees 1991	Employees 1990	% of Employees part-time 1991	Buying/mktg group 1991
386	231	**Western Lumber,** National City, Calif.	15	22	−31.8	10	10	5	4	6,800	34,000	8,000	286	270	15	
387	389	**Griggs Lumber & Produce Co.,** Point Harbor, N.C.	15	15	0.0	10	10	3	3	7,000	20,000	1,000	40	40	0	HWI
388	311	**Naples Lumber & Supply,** Naples, Fla.	15	18	−16.7	10	5	1	1	3,000	3,000	5,000	70	105	1	SS
389	275	**Wille Brothers Co.,** Alsip, Ill.	15	20	−25.0	5	10	2	2	3,500	7,000	6,000	20	20	0	HWI
390	393	**Yakle Lumber Yard Co.,** Palm Harbor, Fla.	15	15	0.0	5	5	1	1	2,600	2,600	6,500	60	35	0	SS
391	425	**N.B. Goodwyn & Son,** Chesterfield, Va.	15	14	7.1	5	5	1	1	3,800	3,800	8,000	67	62	NA	HWI
392	397	**Serv-U Hardware Home Centers,** Springfield, Mass.[21]	14	14	0.0	90	75	8	9	42,000	120,000	25,000	200	NA	30	C
393	427	**Santa Barbara Home Improvement Centers,** Santa Barbara, Calif.	14	13	7.7	85	85	1	1	50,000	50,000	25,000	63	63	2	Ace
394	355	**Chelsea Lumber,** Chelsea, Mich.	14	15	− 6.7	80	80	1	1	24,000	24,000	9,000	60	60	0	Ace, BMA, CBS
395	404	**Mendo Mill & Lumber Co.,** Ukiah, Calif.	14	14	0.0	70	56	4	4	15,000	60,000	18,000	110	131	5	Ace, BMA
396	406	**American Home & Hardware,** Elkton, Md.	14	14	0.0	67	50	2	2	20,000	40,000	40,000	95	103	10SS	
397	400	**Rugg Manufacturing Inc.,** Greenfield, Mass.	14	14	0.0	60	60	2	2	7,500	15,000	15,000	80	100	3	LMC, SS
398	403	**Marine Lumber,** Nantucket, Mass.	14	14	0.0	60	60	1	1	50,000	50,000	50,000	85	85	4	Ace
399	402	**Jerry's Building Materials,** Eugene, Ore.	14	14	0.0	60	60	1	1	60,000	60,000	30,000	150	70	50	Ace, BMA
400	431	**Anawalt Lumber & Materials Co.,** Pacoima, Calif.	14	13	7.7	50	50	4	4	12,500	50,000	18,000	100	100	3	C
401	461	**Walker Builders Inc.,** Baileyton, Ala.	14	12	16.7	50	50	1	1	4,000	4,000	NA	50	60	0	
402	413	**Rafael Lumber Co.,** San Rafael, Calif.	14	14	0.0	40	40	1	1	30,000	30,000	18,500	55	55	3Ace	
403	408	**G.W. White & Son,** Watertown, N.Y.	14	14	0.0	40	50	3	3	8,300	25,000	11,000	55	50	0	LMC
404	423	**Volco Inc.,** Jerome, Idaho	14	14	0.0	35	15	4	4	17,500	70,000	11,000	160	160	0	Ace, BMA
405	344	**Allensville Planing Mill,** Allensville, Pa.	14	16	−12.5	35	35	4	4	8,500	34,000	18,000	160	190	3	C
406	447	**NFL Building Center,** Daphne, Ala.	14	13	7.7	35	25	3	3	10,000	30,000	12,000	100	100	0	Ace, BMA, SS
407	412	**John's Lumber & Hardware,** Mt. Clemens, Mich.	14	14	0.0	35	40	2	2	7,000	14,000	10,000	75	50	3	BMA, C
408	433	**Friend Building Centers,** Lowell, Mass.	14	13	7.7	35	50	2	2	10,500	21,000	18,000	90	58	5	Ace, BMA
409	416	**Preston Feather Building Center,** Petoskey, Mich.	14	14	0.0	30	30	3	3	18,666	56,000	15,000	60	55	NA	PAL
410	370	**Jackson Lumber & Millwork,** Lawrence, Mass.	14	15	− 6.7	30	35	1	1	18,000	18,000	10,120	85	85	0	Ace, LMC
411	446	**Graber Post Buildings,** Montgomery, Ind.	14	13	7.7	30	25	1	1	3,400	3,400	3,000	80	85	NA	
412	303	**Narrowsburg Lumber Co.,** Narrowsburg, N.Y.	14	18	−22.2	30	30	4	4	3,000	12,000	15,000	63	70	1	Ace
413	417	**Geiger Lumber & Supply Co.,** Tallman, N.Y.	14	14	0.0	30	26	1	1	15,000	15,000	60,000	45	40	0	ENAP, SS
414	378	**Reistertown Lumber,** Reistertown, Md.	14	15	− 6.7	25	20	1	1	5,000	5,000	NA	75	70	3	CBS, ENAP, SS
415	263	**Imperial Valley Lumber Co.,** San Dimas, Calif.	14	20	−30.0	25	25	5	5	2,400	12,000	5,000	90	70	10	C
416	379	**SBS Building & Home Center,** Marysville, Calif.	14	15	− 6.7	25	20	2	2	10,500	21,000	15,000	68	80	0	Ace, BMA
417	443	**Snohomish Building Center,** Snohomish, Wash.	14	13	7.7	25	25	2	2	5,000	10,000	18,000	52	52	3	Ace
418	418	**GBS Lumber,** Mauldin, S.C.	14	14	0.0	25	25	3	3	6,700	20,000	7,000	65	65	0	HWI, LMC
419	371	**Oldham Lumber Co.,** Dallas	14	15	− 6.7	20	35	1	1	10,000	10,000	3,000	35	25	0	SS
420	392	**Tindell's Inc.,** Knoxville, Tenn.	14	15	− 6.7	20	10	3	3	5,000	15,000	3,000	60	90	0	HWI, IBSA
421	330	**Southampton Lumber Co.,** Southampton, N.Y.	14	17	−17.6	20	20	3	5	8,300	25,000	10,000	70	70	3	C, LMC
422	472	**Standard Builders Supply,** Salt Lake City	14	12	16.7	20	20	1	1	3,000	3,000	4,200	40	40	3	C
423	449	**Arcadia Lumber Co.,** Arcadia, Calif.	14	13	7.7	15	20	2	2	5,000	10,000	30,000	50	NA	5	
424	420	**McGinnes Lumber Co.,** Plant City, Fla.	14	14	0.6	10	20	1	1	7,000	7,000	12,000	66	73	1	BMA, LMC, SS
425	450	**Randall Brothers Inc.,** Atlanta	14	13	7.7	10	20	1	1	3,500	3,500	8,000	100	85	0	LMC
426	387	**Belair Road Supply Co.,** Baltimore	14	15	− 6.7	10	10	2	3	6,000	12,000	15,000	47	46	0	BMA, C
427	452	**Kaper's Building Materials,** Demotte, Ind.	14	13	7.7	10	10	1	1	6,000	6,000	70,000	42	36	0	LMC
428	424	**Burton Lumber & Hardware,** Salt Lake City	14	14	0.0	10	10	2	2	7,000	14,000	2,000	54	45	0	Ace
429	482	**R.L. Sweet Lumber Co.,** Olathe, Kan.	14	12	16.7	10	10	2	2	3,000	6,000	3,500	100	100	3	
430	453	**Banner Lumber Co.,** Detroit	14	13	7.7	10	10	1	1	2,500	2,500	8,500	40	40	2	SS
431	353	**Essen Hardware & Lumber,** St. Louis	13	15	−13.3	90	90	9	9	16,700	150,000	10,000	155	155	15	HWI
432	428	**Handyman Home Centers,** Fairborn, Ohio	13	13	0.0	90	85	9	8	15,000	135,000	9,000	180	120	33	Ace
433	486	**Kabelin Hardware Co.,** La Porte, Ind.	13	11	18.2	80	90	3	3	40,000	120,000	6,000	180	180	0	C
434	489	**Delta Home Center,** Escanaba, Mich.	13	11	18.2	75	75	4	3	25,000	100,000	25,000	180	140	4	HWI
435	429	**The Corning Building Co.,** Corning, N.Y.	13	13	0.0	65	80	1	1	42,500	42,500	26,000	100	80	10	C, LMC
436	430	**Stone's Inc.,** Bainbridge, Ga.	13	13	0.0	60	60	8	8	7,500	56,000	10,000	100	100	3	DA
437	432	**Len-Co Lumber Corp.,** Buffalo, N.Y.*	13	13	0.0	50	50	1	1	27,000	27,000	40,000	70	80	0	
438	492	**Marriner Lumber Home Center,** Brunswick, Maine	13	11	18.2	50	50	3	3	6,700	20,000	15,000	50	50	4	
439	495	**Porter's Building Center,** Kearny, Mo.	13	11	18.2	40	40	5	5	10,000	50,000	20,000	100	75	20	HWI
440	414	**H.G. Page & Sons,** Poughkeepsie, N.Y.	13	14	− 7.1	40	35	1	1	25,000	25,000	35,000	75	80	10	Ace, SS

**NHCN* estimate

[21] Includes three automotive stores and two paint stores.

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

RETAIL SCOREBOARD

Rank 1991	Rank 1990	Company	Sales ($ mil.) 1991	Sales ($ mil.) 1990	% Change 1990-1991	% DIY 1991	% DIY 1990	Stores 1991	Stores 1990	Sq. Ft. Store avg. 1991	Sq. Ft. Chain total 1991	Skus store avg. 1991	Employees 1991	Employees 1990	% of Employees part-time 1991	Buying/mktg group 1991
441	493	**C.H. Carpenter Lumber Co.**, Minneapolis	13	11	18.2	40	40	7	7	10,000	70,000	20,000	70	NA	0	
442	438	**Spencer Lumber Co.**, Auburn, Ala.	13	13	0.0	40	40	2	2	2,375	4,500	1,000	50	50	15	SS
443	437	**Maki Corp.**, Lunenburg, Mass.	13	13	0.0	40	40	2	2	25,000	50,000	1,800	60	55	10	BMA, SS
444	466	**Phillips Building Supply Inc.**, Gulfport, Miss.	13	12	8.3	40	40	4	4	10,000	40,000	13,000	50	50	3	ABS, HWI
445	441	**Forestville Lumber**, Plainville, Conn.	13	13	0.0	30	30	1	1	25,000	25,000	NA	15	13	0	
446	460	**Brookside Lumber & Supply**, Bethel Park, Pa.	13	12	8.3	30	50	1	1	10,000	10,000	12,500	70	70	0	Ace, BMA, CBS, LMC
447	469	**U.L. Harman Inc.**, Marydel, Del.	13	12	8.3	30	30	3	3	6,000	20,000	4,000	66	68	5	SS
448	448	**Harbin Lumber Co.**, Lavonia, Ga.	13	13	0.0	25	25	6	6	12,000	50,000	2,000	70	75	0	HWI
449	474	**Aura Hardwood Lumber**, San José, Calif.	13	12	8.3	25	20	4	4	7,500	30,000	2,500	40	42	0	
450	444	**Crosslin Supply Co.**, Eagleville, Tenn.	13	13	0.0	25	25	3	3	NA	NA	NA	60	60	NA	BMA, HWI, LMC
451	476	**Chase Lumber & Fuel Co.**, Sun Prairie, Wis.	13	12	8.3	25	20	4	4	4,750	19,000	12,000	48	40	13	Ace, BMA
452	477	**Glasers Lumber Co.**, Vernon, Mich.	13	12	8.3	20	20	3	2	6,700	20,000	6,000	35	35	3	BMA, SS
453	471	**Atlas Builders Supply Co.**, Los Angeles	13	12	8.3	20	20	1	1	5,000	5,000	8,000	25	25	2	
454	386	**Hatch & Bailey Co.**, S. Norwalk, Conn.	13	15	−13.3	15	10	2	2	2,250	4,500	6,000	54	80	3	BMA
455	422	**Adams Building Materials**, Winter Haven, Fla.	13	14	− 7.1	15	15	3	3	6,700	20,000	15,000	100	120	0	C, LMC
456	394	**Fort Myers Lumber & Supply**, Fort Myers, Fla.	13	15	−13.3	5	5	1	1	10,000	10,000	2,000	100	115	0	
457	454	**Coleman's Hamilton Supply Co.**, Trenton, N.J.	13	13	0.0	5	5	2	2	2,500	5,500	14,000	53	55	11	C
458	500	**Self Serve Lumber**, Saginaw, Mich.	12	10	20.0	100	100	12	11	15,000	180,000	12,000	110	105	50	SS
459	455	**The Big Four Lumber Co.**, Cleveland	12	12	0.0	85	85	2	2	20,000	40,000	26,000	100	100	0	Ace
460	456	**L. Werninck & Sons Supply**, Freeville, N.Y.	12	12	0.0	70	80	2	2	45,000	90,000	NA	14	12	0	
461	399	**Mass Hardware & Supply**, Waltham, Mass.	12	14	−14.3	65	65	2	2	28,000	56,000	22,000	90	90	20	SS
462	457	**Archer Building Center**, Oneonta, N.Y.	12	12	0.0	65	65	5	5	8,800	44,000	7,500	65	65	15	HWI, LMC
463	458	**Tum-A-Lum Lumber Co.**, Walla Walla, Wash.	12	12	0.0	60	60	10	10	10,000	100,000	20,000	78	78	2	HWI
464	487	**Bob's Ace Hardware**, Rockford, Ill.	12	11	9.1	60	80	1	1	60,000	60,000	25,000	120	150	50	Ace
465	462	**Henson Timber Products Corp.**, Forest City, N.C.	12	12	0.0	50	50	4	4	6,000	24,000	NA	75	75	NA	IBSA
466	364	**Flanagan & Nist**, Wheeling, W.V.	12	15	−20.0	50	50	3	4	5,000	15,000	5,000	74	92	10	
467	463	**Weisman Lumber Co.**, Rockaway Beach, N.Y.	12	12	0.0	50	50	2	2	5,000	10,000	10,000	66	66	NA	
468	299	**Dooley's Hardware Mart**, Long Beach, Calif.	12	18	−33.3	50	50	1	1	150,000	150,000	10,000	80	170	30	C
469	490	**Niehaus Lumber Co.**, Vincennes, Ind.	12	11	9.1	50	60	1	1	13,500	13,500	20,000	70	60	0	HWI
470	491	**Collins Pine Co.**, Portland, Ore.	12	11	9.1	50	50	3	3	NA	NA	15,000	650	580	1	BMA
471	410	**Landreth Lumber Co.**, Bunker Hill, Ill.	12	14	−14.3	50	45	6	6	9,500	57,000	18,000	95	95	20	BMA, HWI
472	464	**Shone Lumber & Building Materials**, Stanton, Del.	12	12	0.0	50	45	1	1	13,400	13,400	10,000	51	53	0	BMA, PRS, SS
473	405	**Hamshaw Lumber**, Keene, N.H.	12	14	−14.3	45	50	2	2	18,000	36,000	16,000	56	42	20	Ace
474	465	**Askew's Inc.**, New Bern, N.C.	12	12	0.0	40	40	2	2	20,000	40,000	NA	75	75	2	Ace
475	494	**Tri-County Building Center**, Cedarville, Mich.	12	11	9.1	40	40	5	5	2,500	12,500	10,000	75	75	4	PAL, SS
476	436	**Foreman's Inc.**, Elizabeth City, N.C.	12	13	− 7.7	40	40	4	4	8,000	32,000	5,000	39	47	13	BMA, SS
477	366	**Terminal Builders Marts**, Gadsden, Ala.	12	15	−20.0	40	40	2	2	30,000	60,000	13,500	50	50	33	BMA, HWI
478	459	**Davis Lumber Co.**, Texarkana, Ark.	12	12	0.0	35	60	4	5	10,000	40,000	20,000	85	70	0	ABS
479	372	**Somerville Lumber Co.**, Bridgewater, N.J.	12	15	−20.0	30	30	1	1	8,000	8,000	15,000	50	58	0	BMA, SS
480	467	**Tart Lumber Co.**, Sterling, Va.	12	12	0.0	30	30	1	1	7,000	7,000	8,000	50	50	0	BMA, SS
481	345	**Brook Contractors Supply Co.**, Holbrook, Mass.	12	16	−25.0	30	30	1	1	1,700	1,700	1,000	30	30	0	
482	302	**Bakersfield Lumber Co.**, Bakersfield, Calif.	12	18	−33.3	30	33	1	1	50,000	50,000	30,000	100	100	30	HWI
483	470	**Lampe Lumber**, Tulare, Calif.	12	12	0.0	30	30	3	3	4,000	12,000	14,500	100	100	4	C
484	468	**Homan Lumber Mart**, Elkhart, Ind.	12	12	0.0	30	30	2	2	11,000	22,000	18,000	60	65	30	BMA, CBS, HWI
485	480	**Brunsell Lumber & Millwork**, Madison, Wis.	12	12	0.0	25	15	2	2	NA	NA	5,000	64	64	1	CBS
486	496	**Abilene Lumber Inc.**, Abilene, Texas	12	11	9.1	25	30	1	1	15,000	15,000	20,000	63	58	2	ABS, Ace
487	445	**Rim Forest Lumber Co.**, Rimforest, Calif.	12	13	− 7.7	25	25	1	1	3,000	3,000	18,500	40	40	2	Ace
488	349	**J.S. Hayes Building Supplies**, Gainsville, Va.	12	16	−25.0	25	25	1	1	8,000	8,000	15,000	32	32	0	SS
489	475	**Tynan Lumber**, Salinas, Calif.	12	12	0.0	20	20	4	4	2,000	8,000	3,000	52	52	3	C
490	473	**Denlinger Inc.**, Paradise, Pa.*	12	12	0.0	20	20	1	1	8,000	8,000	15,000	200	200	NA	
491	497	**S.S. Smith Lumber Co.**, Belton, S.C.	12	11	9.1	20	20	1	1	8,000	8,000	3,500	20	20	0	IBSA
492	351	**City Builders Supply**, Worcester, Mass.*	12	16	−25.0	20	20	1	1	NA	NA	NA	20	20	0	
493	451	**Taylor Brothers**, Lynchburg, Va.	12	13	− 7.7	18	16	1	1	12,500	12,500	2,000	72	90	1	BMA, HWI
494	309	**Wallich Lumber**, Detroit	12	18	−33.3	15	11	1	1	10,000	10,000	10,000	60	75	1	C
495	479	**Christmas Lumber Co.**, Harriman, Tenn.	12	12	0.0	15	15	2	2	9,000	18,000	10,000	40	35	0	BMA, LMC

**NHCN estimate*

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

Rank 1991	Rank 1990	Company	Sales ($ mil.) 1991	Sales ($ mil.) 1990	% Change 1990-1991	% DIY 1991	% DIY 1990	Stores 1991	Stores 1990	Sq. Ft. Store avg. 1991	Sq. Ft. Chain total 1991	Skus store avg. 1991	Employees 1991	Employees 1990	% of Employees part-time 1991	Buying/ mktg group 1991
496	478	**Southland Lumber & Supply,** Inglewood, Calif.	12	12	0.0	15	15	1	1	4,800	4,800	20,000	24	24	NA	
497	484	**H.J. Granger & Sons Inc.,** Jacksonville, Fla.	12	12	0.0	10	10	1	1	30,000	30,000	10,000	100	100	0	HWI, LMC
498	483	**Johnson Lumber Co.,** Salisbury, Mass.	12	12	0.0	10	10	1	1	10,000	10,000	20,000	25	25	0	SS
499	499	**Asheboro Building Supply & Hardware,** Asheboro, N.C.	12	11	9.1	10	10	2	2	10,000	20,000	15,000	50	50	5	BMA, HWI
500	385	**Grubb Lumber,** Wilmington, Del.	12	15	−20.0	10	10	1	1	10,000	10,000	8,000	36	36	0	BMA
		Pegram West Inc., Greensboro, N.C.	12	12	0.0	10	10	1	1	4,000	4,000	2,500	45	44	NA	BMA, DA
		McMichael Lumber, Pompano Beach, Fla.	12	12	0.0	5	5	1	1	12,000	12,000	12,000	27	20	1	C
		Top 10 Totals and *Averages*	19,011	16,575	*14.5†*	*76*	*79*	1,661	1,601	*64,100*	9,105,514[1]	*28,600*	123,068	108,700	*25*	
		Top 25 Totals and *Averages*	25,400	22,935	*10.7†*	*75.4*	*76.6*	2,811	2,795	*44,548*	4,848,205[1]	*24,400*	171,586	157,450	*28*	
		Top 50 Totals and *Averages*	28,917	26,622	*8.6†*	*60.8*	*61.2*	3,610	3,639	*32,293*	2,702,146[1]	*21,650*	195,644	182,854	*21*	
		Top 100 Totals and *Averages*	31,882	29,731	*7.2†*	*53.6*	*53.1*	4,136	4,168	*27,040*	1,464,621[1]	*18,449*	212,499	197,685	*15*	
		Top 200 Totals and *Averages*	34,997	32,781	*6.8†*	*46.0*	*46.3*	4,710	4,734	*22,942*	766,317[1]	*17,031*	229,968	214,544	*11*	
		Top 300 Totals and *Averages*	37,045	34,865	*6.3†*	*41.6*	*42.0*	5,125	5,147	*21,214*	535,039[1]	*16,199*	240,781	225,095	*9*	
		Top 400 Totals and *Averages*	38,629	36,478	*5.9†*	*40.0*	*40.2*	5,464	5,486	*20,429*	412,264[1]	*15,342*	249,961	233,279	*8*	
		Top 500 Totals and *Averages*	39,916	37,805	*5.6†*	*38.8*	*39.2*	5,725	5,748	*19,098*	337,388[1]	*15,017*	257,655	240,811	*8*	
		Total U.S. Home Center/ Building Materials Sales**	67,150	66,765	*0.1*											
		Total U.S. Hardware Store Sales**	13,087	13,301	*−1.6*											
		Total U.S. Home Improvement Sales**	80,237	80,066	*0.2*											

**NHCN* estimate

**Source: U.S. Department of Commerce

[1] Chain total represents the average for each segment

†The percentage change represents the difference, from year to year, of aggregate dollar sales in each sector. When the actual percentage changes for each company are tabulated and compared, a very different picture of the industry's growth emerges: Top 10: 11.1 percent; Top 25: 5.9 percent; Top 50: 2.2 percent; Top 100: -0.4 percent; Top 200: 1.7 percent; Top 300: 0.9 percent; Top 400: 0.7 percent; Top 500: 0.3 percent.

Buying group designations:
A-P = All-Pro; ABS = Allied Building Stores; BMA = Builder Marts of America; BW = Builders World; C = Cotter; CBS = Central Builders Supply; CR = Co-op Reserve; DA = Distribution America; EN = Eagle Nation; ENAP = Everyone Needs a Profit; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesalers Inc.; IBSA = Independent Builders Supply Association; LMC = Lumbermens Merchandising Corp.; NSDA = National Supply Distributors Association; P = Peddlers; PAL = Progressive Affiliated Lumbermen; PRS = Philadelphia Reserve Supply; SS = ServiStar.

NHCN chart

Alphabetical Listing of the Industry Top 500

Company, Rank & President		
Abilene Lumber Inc.	486	Roy White
ACO Inc.	52	Heber Noseworthy
Adams Building Materials	455	Greg Adams
Alamo Lumber	120	Randall Puckett
Albert R. Lavalley Lumber	258	Michael Rivard
Alexander Lumber	45	Walter Alexander
All American Home Center	145	Leonard Gertler
Allen Lumber Co.	314	Gary Allen
Allensville Planing Mill	405	Karl J. Westover
Allied Trades Inc.	331	Charles Goldberg
Alpine Lumber	325	C.K. Oram
American Home & Hardware	396	Harry Hammond
Anawalt Lumber & Materials Co.	400	Gary Anawalt
Anderson Lumber	41	James Beardall
Arcadia Lumber Co.	423	Linda Crosby
Archer Building Center	462	Olon Archer
Arnold Lumber Co.	316	Arthur P. Arnold Jr.
Asheboro Building Supply	499	Bruce Ayres
Askew's Inc.	474	Milton H. Askew Jr.
Atlas Builders Supply Co.	453	Tom Wang
Aura Hardwood Lumber	449	Kellen Aura
A.C. Houston Lumber	58	Robert A. Houston
A.D. Moyer Lumber & Hardware	340	Scott Moyer
A.H. Angerstein	298	Bruce Greene
A.J. Smith Co.	249	Gilbert Smith
A.L. Kilgo Co Inc.	283	A.L. Kilgo
Babbitt Brothers	132	W. David Chambers
Bagnal Builders Supply	330	T.N. Bagnal Sr.
Bakersfield Lumber Co.	482	Ted Maidment
Banner Lumber Co.	430	Isadore Epstein
Barr Lumber	65	Murl Fast
Barrons Gaithersburg Lumber	347	Charles Davis
Bartlett Enterprises Inc.	357	Tom Bartlett
Belair Road Supply Co.	426	T.R. Adams Jr.
Bellevue Builders Supply	90	Joseph Lucarelli
Bender Lumber	171	Paul Bender
Bering Home Center Inc.	335	Norman J. Bering II
Beronio Lumber Co.	304	Michael V. Casassa
Better Living Inc.	296	Richard Nunley
Big C Lumber	224	Roger Foley
Big Creek Lumber	225	Homer McCrary
Big L Corp.	239	Kenneth Lehman
Big Tin Barn	103	Clifford Grum
Bison Building Materials	95	Pat Bierschwale
Black Lumber	372	William Carmichael
Black & Co.	210	J.S. Black
Blackstone Co.	74	William Schwartz
Bliffert Lumber & Home Center	376	Thomas Bliffert
Bloedorn Lumber Co.	172	R.B. Fancher
BMC West	28	Donald Hendrickson
Bob's Ace Hardware	464	R.W. Westlund
Boland Maloney Lumber Co.	290	Richard Boland
Bomgaars Supply	229	Roger Bomgaars
Broadway Lumber Co.	264	Richard Spodek
Brook Contractors Supply Co.	481	Rosalie Carturo
Brookhart Inc.	109	Tom Watt
Brookside Lumber & Supply	446	Bruce Edwards
Brosius-Eliason Co.	292	James T. Eliason III
Brown-Graves Co.	78	Harold E. Graves Jr.
Brunsell Lumber & Millwork	485	Ronalad Kneebone
Buchheit Inc.	219	Kenny Buchheit
Buena Park Lumber & Hardware	350	John Nelson
Builders Discount	60	Shlomo Lehavi
Builders Emporium	12	James McKitrick
Builders Express	148	Jud Walford
Builders General Supply	144	T.J. Shaheen
Builders Square	4	Glen Mielke
Builders Supply	104	Robert Wellendorf
Builderway Inc.	62	Newell LaVoy
Building Material Supply Co.	234	Robert Chambers
Burton Lumber & Hardware	428	Robert Burton
Busy Beaver	107	Charles Bender
Butz Building Centers	274	Michael Carty
Calcasieu Lumber	137	T.N. Morris Jr.
California Shingle and Shake Co.	188	Leo Brutsche
Cape Fear Supply	302	J.H. Hollinshed
Carolina Builders	29	Fenton Hord
Carter-Jones Lumber	26	Bryan Carter
Causeway Lumber	105	Scott Whiddon
Cedarburg Lumber Co.	206	William Wernecke Jr.
Central Hardware	21	James Cohen
Central Michigan Lumber	84	Steve Lawrence
Central Valley Builders Supply	123	Robert Patterson Jr.
Century Supply Co.	134	Paul Spiewak

(Continued on page 88)

(Continued from page 86)

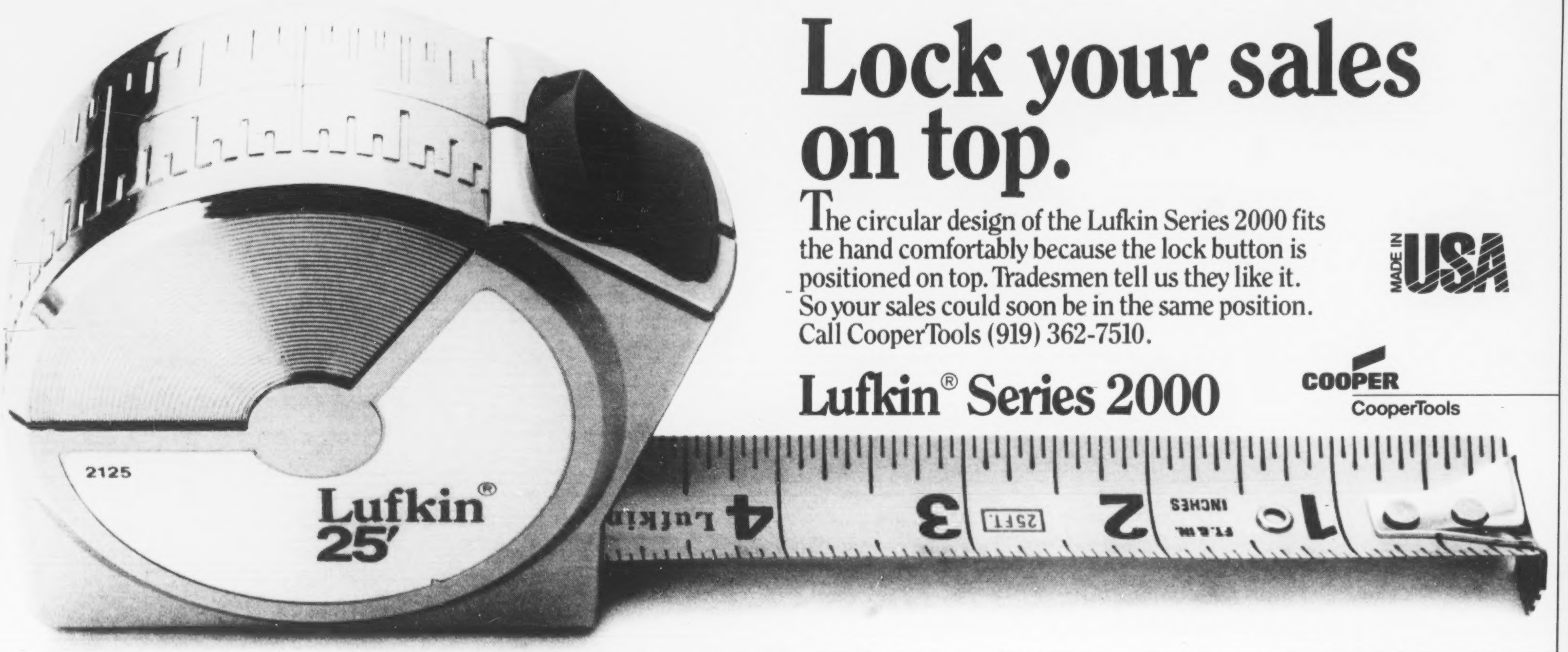
Company	Rank	President
Certified Lumber & Home Center	341	Isack Rosenberg
Champion Lumber	328	George Champion
Chandler Lumber Co.	130	Marc Meyers
Channel Home Centers	27	Joseph Nusim
Chase Lumber & Fuel Co.	451	Dave D. Chase
Chase-Pitkin	49	Bill Strassburg
Chelsea Lumber	394	Robert Daniels
Chicago Lumber Co. of Omaha	205	Larry Johansen
Chintimini Forest Products Inc.	268	Bud L. Tomczuk
Choo Choo Supply	165	B.R. Snooks
Chopp & Co.	374	Michael Cannon
Chris & Dick's	238	Richard Paras
Christmas Lumber Co.	495	Walter Gaines
Church's Lumber Yards	56	William Church
City Builders Supply	492	Sam Katz
City Mill	75	David Ai
Clay Ingels Co.	193	William Chapman
Cofer Brothers	257	Gene Cofer
Coleman's Hamilton Supply Co.	457	Jesse Coleman Jr.
Collins Pine Co.	470	James E. Quinn
Columbia Lumber	326	William Otis Jr.
Consolidated Lumber	212	Dale Remus
Copeland Lumber Yards	32	William A. Whitsell
County Lumber Co.	223	Jack Gibson
Courtesy Home Centers	68	Richard Ender
Cox Lumber	66	Bob Fehr
Crafty Beaver Home Centers	218	Gary Beres
Cramer's Home Centers	240	William Cramer
Crenshaw Lumber	272	Lindsey Olson
Crosslin Supply Co.	450	F.E. Crosslin Sr.
Curtis Lumber	73	Jay Curtis
C&C Lumber Building Supplies	186	Frank Cernuto
C.H. Carpenter Lumber Co.	441	John C. Andren
Davis Lumber Co.	478	Francine Davis
DeGol Brothers Lumber Co.	276	Donald DeGol Sr.
Delta Home Center	434	Kenneth Gartland
Denlinger Inc.	490	John Denlinger
Devlin Lumber & Supply Corp.	299	J.L. Quinn
Dill's Best Building Centers	185	Carl Dill
Dixieline	39	William Cowling
Dooley's Hardware Mart	468	Shirley Nisbet
Doug Ashy Building Materials	280	Doug Ashy
Douglas Lumber Corp.	300	Steven Carlino
Dunn Lumber	334	Edward Dunn Jr.
Du-Bell	250	Gene DiMedio
Dykes Lumber Co.	266	Louis Kreyer
Eagle Hardware & Garden	122	Richard Takata
Earl Latsha Lumber Co.	275	Earl Latsha
East Coast Builders Supply Corp.	305	Carmine Pisapia
East Coast Lumber & Supply	167	Paul Osteen Jr.
Economy Builders Supply Inc.	342	David Schauerhamer
Economy Building Materials	245	L.A. Stookesberry
Edward Hines Lumber	51	Edward Hines
Eighty-Four Lumber	9	Joe Hardy
Elk Supply	198	C.D. Browning
Elliott Hardware	236	Stewart Elliott
Elliott's Hardware	359	Charles Bond
Ellsworth Builders Supply	277	Austin Goodyear
Elmsford Interstate Bldg. Matls.	385	Thomas Glauber
Erb Lumber	19	Fred Erb
Erlanger Lumber Co.	306	Steve Steinman
Ernst Home & Nursery	22	Hal Smith
Essen Hardware & Lumber	431	Dale Shell
Estate of George Snyder	195	Howard Heckler
E.C. Barton	80	Roy Jolly
Fagen's Building Centers	40	Jack Fagen
Fairfax Lumber & Millwork	379	John Dolan
Fairfield Lumber & Supply	111	William Plotkin
Feldman Lumber Co.	112	Robert Feldman
Fifth Avenue Lumber Co.	348	Bill Cady
Fingerle Lumber	142	John B. Fingerle
Fisher/Malibu Lumber	366	Erik Jorgensborg
Flanagan & Nist	466	Robert H. Hartong
Foreman's Inc.	476	Clay B. Foreman Jr.
Forestville Lumber	445	Lucian Truskoski
Fort Myers Lumber & Supply	456	Richard Dickey
Fox Home Center	92	Jack Laird
Foxworth-Galbraith Lumber	33	Walter J. Galbraith
Franklin Building Supply	129	Bud R. Fisher
Friedman Brothers Hardware	133	Ben Friedman
Friend Building Centers	408	Paul London
Frierson Building Supply	209	Pete Frierson
Fullerton Lumber	115	James Fullerton III
F. Diehl & Sons Inc.	344	Ann T. Murphy
F.E. Wheaton & Co.	178	Ralph Wheaton
Ganahl Lumber	79	Peter Ganahl
GBS Lumber	418	M.G. Proffitt
Geiger Lumber & Supply Co.	413	Charles Geiger
General Building Products	98	Bruce Meltzer
General Wholesale Building Supply	380	J.V. Williams Jr.
Gerrity Lumber	55	Jim Gerrity
Glasers Lumber Co.	452	Mike Tomlin
Golden State Lumber	128	Lee Nobmann
Goldsboro Builders Supply	362	David Perry
Goodman Lumber	83	Charles Goodman
Gordon Lumber Co.	244	Richard Bauman
Graber Post Buildings	411	Glen Graber
Great Central Lumber	216	Richard G. Millman
Great Plains Supply	71	Michael Wigley
Griggs Lumber & Produce Co.	387	Clifton H. Moore
Grossman's	8	Thomas Schwarz
Grubb Lumber	500	Stephen Thomas
Guadalupe Lumber & Supply Co.	338	Mark Grothues
Gulf Stream Lumber	226	Harold Graves Jr.
Guy C. Lee Building Materials	191	Ross Lampe
G.V. Moore Lumber Co.	343	Calvin E. Moore
G.W. White & Son	403	Roger W. White Sr.
Habersham Hardware & Home Center	365	Paul J. Reeves
Hacienda Home Centers	147	Felix Sanchez
Hackmann Lumber Co.	375	Brenda Ward
Haddonfield Lumber	91	Dave Baird
Hale Kauai Ltd.	378	Wayne Ellis
Hamilton Lumber & Home Center	85	Thron Van Rhee
Hammond Lumber Co.	158	Clifton Hammond
Hamshaw Lumber	473	Douglas Hamshaw
Hancock Lumber Co.	99	Toby Hammond
Handy Andy	14	Steve Kadish
Handyman Home Centers	432	Edwin Grimes
Harbin Lumber Co.	448	Barron Harbin
Harcros Lumber & Bldg. Supplies	20	Norman Darrer
Hardware City Home Center	333	Louis Rosenbloom
Hartje Lumber Inc.	267	Virgil Hartje
Hatch & Bailey Co.	454	Robert Meno
Hayward Lumber	119	Homer Hayward
Hechinger	5	John Hechinger Jr.
Hendrick's	358	S. Ken Hendricks
Henry Bacon Building Materials	77	Richard Carson
Henson Timber Products Corp.	465	Luis T. Barnes
Herrmann Lumber	140	William Powell
Higginbotham Brothers	364	J.L. Higginbotham
Higginbotham-Bartlett Co.	336	J.L. Higginbotham
Hill-Behan Lumber	50	Patrick Behan
Hinckley Home Centers	247	Fred Wheldon Jr.
Hoida Lumber Inc.	327	Donald J. Hoida Sr.
Holmes Lumber Co.	113	Lockwood Holmes
Holmes Lumber & Bldg. Center	351	Noah A. Troyer
Homan Lumber Mart	484	R.W. Homan
Home Depot	1	Bernard Marcus
Home Lumber	383	Milton Johnson
Home Lumber Co.	270	Norris Melander
HomeClub	6	Jim Halpin
Hughes Lumber	162	Thomas J. Hughes
Hundman Lumber Do-It Center	382	Michael Hundman
H&E Do-It-Yourself Home Centers	146	Ed Stein
H. Greenberg & Son Inc.	360	Norman Greenberg
H.G. Page & Sons	440	John Page
H.J. Granger & Sons Inc.	497	Sam C. Granger
H.P.M. Building Supply	93	Robert Fujimoto
Imperia Brothers Inc.	346	Enio Imperia
Imperial Valley Lumber Co.	415	Kingston McKee
INR Beatty Lumber Co.	262	Robert Beatty
Inter-State Lumber Co.	217	Jim Zerwas
Jackson Lumber & Millwork	410	Alfred Torrisi
Jaeger Lumber	208	Lowell Jaeger
Jay-K Lumber	220	Kevin Kelly
Jerry's Building Materials	399	G.L. Orem
John H. Myers & Son	173	Robert Myers Jr.
Johnson Lumber Co.	498	Tim Johnson
John's Lumber & Hardware	407	Mike Aggeler
Jones Lumber Co. Inc.	261	Ira H. Jones

(Continued on page 90)

(Continued from page 88)

Company	Rank	President
Jordan & Bradley Bldg. Supply	260	J. Delaney
J.C. Baldridge Lumber Co.	312	Wayne Harley
J.C. Snavely & Sons	169	Charles Fessler Jr.
J.H Patterson Co.	255	Lloyd Gates
J.S. Hayes Building Supplies	488	James C. Hayes
J.T.'s Home & Builders Centers	263	J.T. O'Reilly
Kabelin Hardware Co.	433	J.T. Kabelin
Kaper's Building Materials	427	Robert Kaper
Keim Lumber Co.	203	Bill Keim
Kempsville Building Materials	156	Sterling Montgomery
Kight Home Center	211	Kent Bernhardt
Kleet Lumber Co.	352	Howard Kleet
Knoll Lumber & Hardware Co.	311	Rick Barnes
Kogel Giant Builders Supply	154	Larry Kogel
Kuesters Inc.	235	Charles Kuester
La Crosse Lumber Co.	345	J.D. Burns
Lampe Lumber	483	Thomas Lampe
Lampert Yards	97	Robert Ungerman
Landreth Lumber Co.	471	O. Dean Landreth
Lanoga	15	Daryl Nagel
Lappo Lumber	201	Seth Middlecamp
Lavalley Building Supply	251	Harold Lavalley
Leaner Home Center Inc.	53	Jim Clarke
Learned Lumber	190	R.H. Learned
Lee Lumber & Building Materials	215	Richard Lee Baumgarten
Leeds Building Products	35	Jack Stone Jr.
Len-Co Lumber Corp.	437	James Coppola Sr.
Lester Group	204	George Lester II
Levy's Lumber & Building Centers	170	Phillip Levy
Lezzer Cash & Carry	88	Maurice Lezzer
Livonia Building Materials	291	Charles H. Haas
Lowe's Cos.	2	Leonard Herring
Lumber City	70	Jesse Ruf
Lumber City Inc.	303	Carmine Pisapia
Lumber Headquarters	196	Morris Hoberman
Lumber One	297	Terry Schmid
Lummus Supply	253	Robert H. Lummus III
Lyman Lumber	64	Thomas P. Lowe
L. Werninck & Sons Supply	460	Barry Werninck
Maki Corp.	443	Glenn Maki
Manis Lumber (Wheeler's)	139	Wheeler Manis
Manning Building Supplies	232	Kirby Manning
Marine Lumber	398	Albert F. Egan Jr.
Marling Lumber Co.	179	W.H. Marling
Marriner Lumber Home Center	438	Derril Lamb
Martin Distributors	230	James Smilie
Marvin's Inc.	164	Alfred Cohn
Maryland Lumber	227	Jim Kolker
Mass Hardware & Supply	461	Kenneth Feeley
Masten Home Centers	143	Daniel Masten
Mathew Hall Lumber Co.	367	James Hall
Matthews & Fields Lumber Co.	354	John Fields
Matt's Cash & Carry Bldg. Mat'ls	175	Ira Matt
Mayfield Building Supply	118	Jack Lewis
McCoy's Building Supply Center	24	Brian McCoy
McGinnes Lumber Co.	424	W.D. McGinnes Sr.
McGuire Lumber Co.	246	Terry McGuire
McMichael Lumber	502	Dale McMichael
Mead Building Centers	273	Robert Mead
Mead Clark Lumber Co Inc.	180	Jean Destruel
Meeks Building Centers	31	Terry Meek
Menard Inc.	7	John Menard
Mendo Mill & Lumber Co.	395	Ray Stephenson
Mentor Lumber & Supply	318	Robert Sanderson
Merrimack Valley Wood Products	321	James V. Derderian Sr.
Metropolitan Lumber & Hardware	356	Robert Gans
Midland Lumber & Supply	377	Ronald E. Verblaauw
Midpac Lumber Co.	127	Michael Yoshida
Mill Creek Lumber & Supply	135	James Dunn
Millard Lumber	152	Richard Russell
Miner Lumber	361	David Miner
Mintzer Bros.	319	Edward Gartner
Miron Building Products	36	Steve Miron
Monarch Building Supply	82	Jerry McLeod
Montalbano Lumber Co.	317	Michael Montalbano
Morales Home Centers	293	Samuel Morales
Morrell Builders Supply Co.	381	Morell Kessel
Morsches Builders Mart	363	Paul Morsches Jr.
Mortimer & Son Lumber Co.	279	Franklin Mortimer
Moser Lumber Inc.	126	James Moser
Moss Lumber Co.	265	Hollis Moss
Moynihan North Reading Lumber	153	Michael Moynihan
M.G. Building Materials	108	Larry Grothues
M.L. Claster & Sons	94	Jay Claster
Naples Lumber & Supply	388	O.D. Jones
Narrowsburg Lumber Co.	412	Herman Feldhusen
Nassau Suffolk Lumber	136	William Van Tuyl Jr.
National Home Center	61	Dwain Newman
National Lumber	161	John Kaitz
Newkirk's Ace Hardware	43	Pieter Van Wingerden
NFL Building Center	406	Will Newberry
NHD Stores	72	Sheldon Woolf
Nickerson Lumber Co.	159	Joshua Nickerson Jr.
Niehaus Lumber Co.	469	B.G. Neihaus
Norris Rader Inc.	339	Norris Rader Jr.

(Continued on page 92)



Lock your sales on top.

The circular design of the Lufkin Series 2000 fits the hand comfortably because the lock button is positioned on top. Tradesmen tell us they like it. So your sales could soon be in the same position. Call CooperTools (919) 362-7510.

MADE IN USA

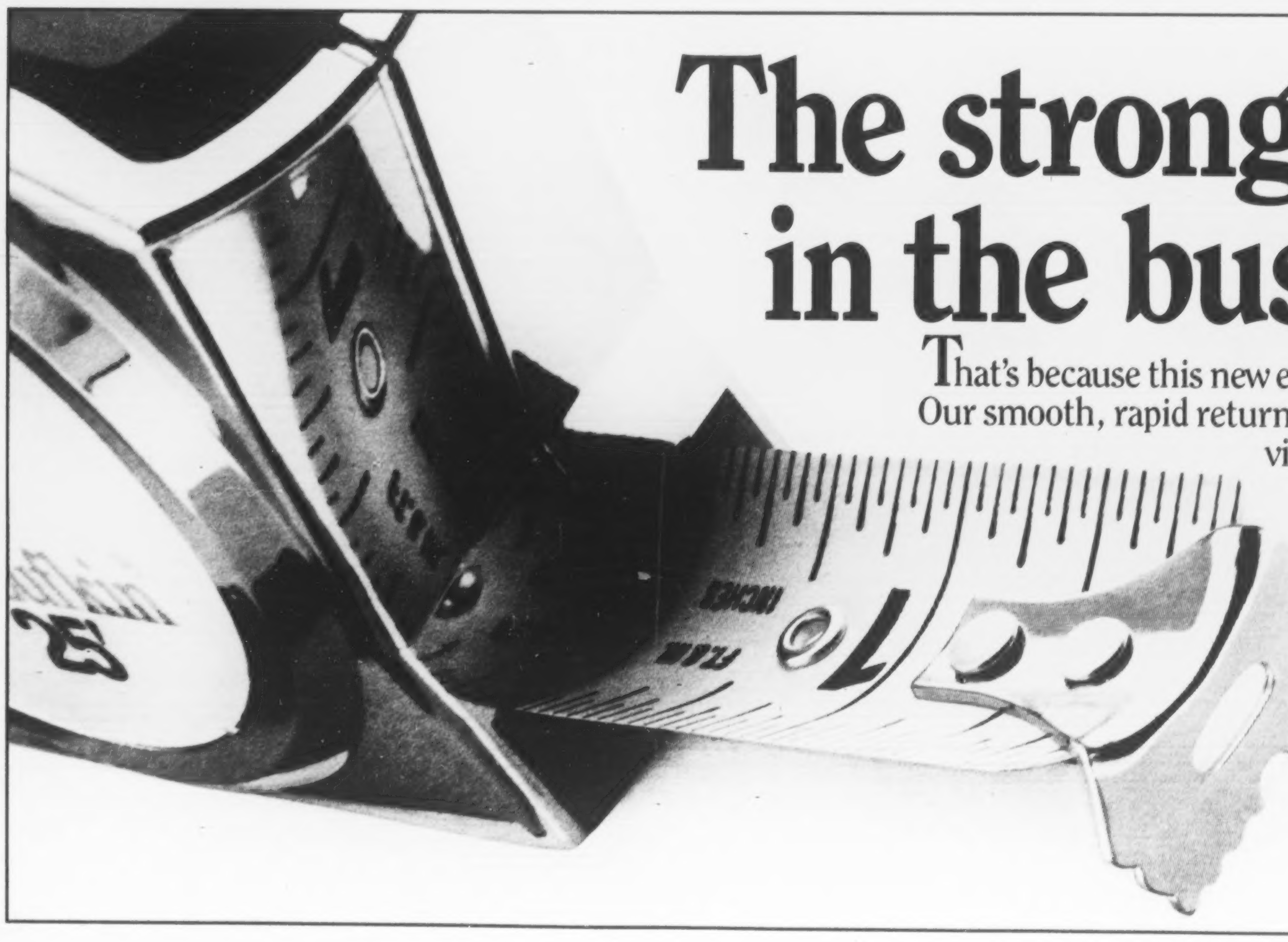
Lufkin® Series 2000

COOPER
CooperTools

(Continued from page 90)

Company, Rank & President		
Northwest Bldg. Matls. & Supply	384	Charles Hanson Sr.
N.A. Mans & Sons	199	Nicolas A. Mans
N.B. Goodwyn & Son	391	Russow Beck III
Oldham Lumber Co.	419	Charles M. Wood
Olshan Lumber	207	Richard Ledermann
One Source Home & Bldg. Ctrs.	254	E.M. Pfeifer III
Orchard Supply Hardware	23	Maynard Jenkins
Orgain Building Supply	349	James Orgain
Parr Lumber	42	Dwight Parr
Paty Co.	69	John Seward Jr.
Pay 'N Pak	16	John Markley
Payless Building Supply	337	Frank Solinsky
Payless Cashways	3	Larry Kunz
Pegram West Inc.	501	Larry Ferguson
Pelican Building Centers	57	Benfield Phillips
Pergament Home Centers	18	Alan Kane
Peter Lumber	141	Hugh Peter Jr.
Phillips Building Supply Inc.	444	W.J. Hough
Piedmont Lumber & Mill	86	William Myer Jr.
Pine Cone Lumber	329	George Cilker
Pine Tree Lumber	155	Warren S. Wexler
Pintchik Inc.	332	Michael Pintchik
Plywood Minnesota	100	Gerry Boschwitz
Porter's Building Center	439	Mack Porter
Potter's Shopping Center	242	W.C. Potter
Poulsen's Inc.	309	Emery Matsko
Preston Feather Building Center	409	Bill Norcross
P.E. Dolan Lumber	131	Patrick Dolan
R Lumber Center	323	Donald Ploss
Rafael Lumber Co.	402	Marc Canizzaro
Randall Brothers Inc.	425	Luther Randall III
Raymond Building Supply Corp.	182	Joseph J. Mazzola
Reistertown Lumber	414	Charles Forbes Jr.
Richardson Industries	160	Joseph Richardson II
Rickel Home Centers	17	Jules Borshadel
Ridge Lumber	181	William Howser
Ridout Lumber	89	Wayne Ridout
Riemeier Lumber Co.	282	David Luecke
Rigg's Supply	138	A. Riggs, III
Rim Forest Lumber Co.	487	Edward Baumann
Riverhead Building Supply	96	Edgar Goodale
Riverside Millwork Co.	194	Andrew Connolly
Rocky's Hardware & Home Center	237	James Falcone
Roper Bros. Lumber	192	Ronald Helms
Rowley Building Products Corp.	320	Richard Rowley
Ruffin & Payne	301	George E. Haw III
Rugg Manufacturing Inc.	397	Michael Fritz
R.L. Sweet Lumber Co.	429	M.H. Clingan
R.P. Lumber Co.	121	Robert Plummer
San Lorenzo Lumber	81	Robert Butcher
Santa Barbara Home Improvement Center	393	E.H. Simpson
Sash & Door Co.	310	Joe Orem
SBS Building & Home Center	416	J.W. Leonard
Scarborough Lumber & Bldg.	355	Alvin Scarborough
Scherer Brothers Lumber	63	Roger Scherer
Schoeneman Brothers Co.	371	Hubert M. Schoeneman
Scott Lumber Co.	202	David Turner
Scotty's	13	Daryl Lansdale
Seigle's Home & Building Centers	44	Harry Seigle
Self Serve Lumber	458	William Schwannecke
Sepulveda Building Materials	289	John Connors
Serv-U Hardware Home Centers	392	Samuel Horowitz
Shaw Lumber Co.	285	Mark Lindgren
Shelly Enterprises	213	Bill Shelly
Shone Lumber & Building Materials	472	William Shone Jr.
Siding World Inc.	370	Robert Paquette
Simon Home Centers	183	Marc Kaplan
Simonson Lumber	248	Terry Snodgrass
Sinclair Lumber	221	Duncan Sinclair
Sinclair Supply Co. Inc.	287	Albert Keim Jr.
Smoot Lumber Co.	324	Robert E. Craddock
Snohomish Building Center	417	Rorry Dunbar
Snow Lumber & Home Decorating	373	P. Hunter Dalton Jr.
Snyder Diamond	184	Russ Diamond
Somerville Lumber Co.	479	Abraham Schumer
Southampton Lumber Co.	421	Merrill Becker
Southern Sash Sales & Supply	174	John F. Darby Sr.
Southland Lumber & Supply	496	John Harmer
Southport Lumber & Supply	281	Milt Troehler
Spahn and Rose Lumber	101	C.D. Spahn
Spencer Lumber Co.	442	Edward L. Spencer
Stambaugh-Thompson	43	Philip Thompson
Standale Lumber & Home Center	294	Ken Holtvluwer
Standard Builders Supply	422	Mike Hanson
Standard Supply & Lumber	102	Tim Rottschafer
Stan's Lumber Co.	222	Stanley Torstenson
Star Lumber & Supply Co.	67	Chris Goebel
Steenbeke & Sons	200	Ray Steenbeke
Sterling Lumber & Investment Co.	259	Marvin Steel
Stevenson Lumber Co.	233	Kurt B. Hersher
Stewart Lumber Co.	369	Margaret S. Williamson
Stine Lumber	197	Gary Stine
Stock Lumber Inc.	87	K.C. Stock
Stone's Inc.	436	Joe Higdon
Stottlemyer & Shoemaker Lumber	177	Gregg Bell

(Continued on page 113)



The strongest sales hook in the business.

That's because this new end hook on the Lufkin Series 2000 blade is triple-riveted. Our smooth, rapid return is cushioned by a patented bumper. They make the blade virtually indestructible, while all you break are sales records. Call CooperTools (919) 362-7510.

Lufkin® Series 2000

COOPER
CooperTools

MADE IN USA

New stores improve productivity picture

NATIONAL REPORT — While it was sometimes hard to find vitality in the home improvement industry, it did pop up in pockets throughout the U.S. last year, as companies large and small bucked the recession with growth and improved productivity.

The 25 largest retailers, for example, increased their per-store sales by an average of nearly 11 percent and their sales per employee by 19 percent over 1990.

Despite the erosion of the home building and remodeling markets, a number of contractor-oriented chains and independents expanded through new store openings and acquisition.

However, other dealers in weak markets like New England and Southern California fared poorly. And as dealers cut costs to maintain profits, it appears they are turning more to part-time employees, who sometimes don't have either the training or the commitment to offer the customer service that's essential these days for home improvement retailers to be competitive.

Dealers go with part-timers

This is the first year in which *NHCN* has run data on the number of part-timers home centers have in their employ. And while some chains declined to divulge this information, it's still instructive to compare the available numbers to see if they reflect the operations or image of a particular company.

For example, only 10 percent of the work force at Scotty's and Handy Andy, which are owned by Belgium's GIB Group, is part time. (Central Hardware, another GIB-owned chain, is the exception, with 40 percent part-timers.)

It isn't surprising to see that 65 percent of Rickel's employees are part-timers, as that chain was the first in the industry to experiment with hiring 15-year-olds. But Hechinger, with a very strong reputation for customer service, hires half of its workers on a part-time basis, as does Builders Emporium and Orchard Supply Hardware, two chains that have also been touting their stores' services.

It's difficult to draw conclusions from these numbers. Is customer service at Pay 'N Pak, which reports only 10 percent of its work force is part time, noticeably better than at Grossman's or Menard's, 38 percent of whose employee ranks are part-timers?

It appears that some chains in the industry believe they can deliver good service and keep SG&A costs down, a proposition that no doubt would be challenged by some of their competitors.

Trouble in the home

No amount of customer service, though, could change the fact that home building and remodeling were off seriously in 1991. And those companies that cater to contractors and other professionals bore the brunt of this decline.

The chart on page 99 shows the sales leaders among retailers that get 75 percent or more of their sales from pros, and the news was not great: 12 of the 15 companies reported sales declines.

In fact, when one looks at the companies throughout the top 500 that suffered the severest sales drops, one finds that five of the ten—Gerrity Lumber, Hancock Lumber, Terry Cos., Dixieline Lumber and Barr Lumber—are heavily contractor-oriented.

It's more than just a coincidence as well that these four

(Continued on page 99)

Top 10 Percentage Increase Among the Top 100 Companies

Rank 1991	Company	Sales ($ Millions) 1991	1990	% Change 1991-1990
1	Home Depot	$5,137	$3,815	34.7
2	Foxworth-Galbraith Lumber	142	111	27.9
3	Great Plains Supply	58	48	20.8
4	Menard Inc.	965	800	20.6
5	Ridout Lumber	48	41	17.1
6	Hechinger	1,615	1,392	16.0
7	Handy Andy	500	440	13.6
8	McCoy's Building Supply Center	309	273	13.2
9	Carolina Builders	210	187	12.3
10	Ernst Home & Nursery	336	301	11.6
	Totals and *Averages*	$9,320	$7,408	*18.8**

*Average of percent change of the companies listed.

NHCN chart

***The top 10 leaders** in percentage growth among the top 100 averaged an 18.8 increase in sales last year, compared to an average 24.4 percent increase in 1990.*

Productivity of the Top 25

SALES PER SQUARE FOOT

Rank	Company	1991 ($ Mil.)	Total Footage 1991	Dollar Sales Per Square Foot
1	Erb Lumber	$ 353	500,000	$706
2	Wickes Lumber	750	1,339,000	560
3	Lanoga	462	1,050,000	440
4	Lowe's Cos.	3,056	8,016,136	381
5	Harcros Lumber & Building Supplies	350	936,000	374
6	Sutherland Lumber	792	2,160,000	367
7	Home Depot	5,137	16,480,000	312
8	Rickel Home Centers	410	1,604,000	256
9	Pergament Home Centers	355	1,440,000	247
10	Orchard Supply Hardware	310	1,295,000	239
11	Menard Inc.	965	4,200,000	230
12	Wolohan Lumber	304	1,346,000	226
13	McCoy's Building Supply Center	309	1,600,000	193
14	Pay 'N Pak	410	2,200,000	186
15	Grossman's	806	4,565,000	177
16	Hechinger	1,615	9,285,000	174
17	HomeClub	1,400	8,249,000	170
18	Builders Square	2,050	12,500,000	164
19	Builders Emporium	600	3,710,000	162
20	Payless Cashways	2,390	15,600,000	153
21	Ernst Home & Nursery	336	2,336,000	144
22	Central Hardware	340	2,470,000	138
23	Handy Andy	500	3,740,000	134
24	Scotty's	600	4,584,000	131
25	Eighty-Four Lumber	800	10,000,000	80
	Totals and *Averages*	25,440	4,848,205	*254*

SALES PER STORE

Rank	Company	Sales 1991 ($ Mil.)	Stores 1991	Sales Per Store ($ Mil.)
1	Home Depot	$ 5,137	174	$29.5
2	HomeClub	1,400	73	19.2
3	Menard Inc.	965	60	16.1
4	Hechinger	1,615	116	13.9
5	Builders Square	2,050	150	13.7
6	Payless Cashways	2,390	195	12.3
7	Pergament Home Centers	355	32	11.1
8	Rickel Home Centers	410	40	10.3
9	Lowe's Cos.	3,056	306	10.0
10	Sutherland Lumber	792	80	9.9
11	Central Hardware	340	38	8.9
12	Handy Andy	500	56	8.9
13	Orchard Supply Hardware	310	37	8.4
14	Erb Lumber	353	50	7.1
15	Pay 'N Pak	410	68	6.0
16	Wolohan Lumber	304	51	6.0
17	Grossman's	806	139	5.8
18	Builders Emporium	600	106	5.7
19	Harcros Lumber & Building Supplies	350	65	5.4
20	Wickes Lumber	750	141	5.3
21	Ernst Home & Nursery	336	73	4.6
22	Scotty's	600	158	3.8
23	Lanoga	462	137	3.4
24	McCoy's Building Supply Center	309	98	3.2
25	Eighty-Four Lumber	800	368	2.2
	Totals and *Averages*	25,400	2,811	*9.2*

SALES PER EMPLOYEE

Rank	Company	Sales 1991 ($ Mil.)	Employees 1991	Dollar Sales Per Employee
1	McCoy's Building Supply Center	$ 309	1,100	$280,909
2	Menard Inc.	965	3,500	275,714
3	Sutherland Lumber	792	3,000	264,000
4	Erb Lumber	353	1,400	252,143
5	Wickes Lumber	750	4,000	187,500
6	Pay 'N Pak	410	2,300	178,261
7	Eighty-Four Lumber	800	4,500	177,778
8	Harcros Lumber & Building Supplies	350	2,000	175,000
9	Lanoga	462	2,650	174,340
10	Wolohan Lumber	304	1,768	171,946
11	Grossman's	806	4,700	171,489
12	Home Depot	5,137	30,000	171,233
13	Lowe's Cos.	3,056	18,368	166,376
14	HomeClub	1,400	9,000	155,556
15	Ernst Home & Nursery	336	2,400	140,000
16	Payless Cashways	2,390	18,000	132,778
17	Pergament Home Centers	355	2,700	131,481
18	Builders Square	2,050	17,000	120,588
19	Builders Emporium	600	5,000	120,000
20	Hechinger	1,615	15,000	107,667
21	Rickel Home Centers	410	4,000	102,500
22	Handy Andy	500	5,000	100,000
23	Orchard Supply Hardware	310	3,400	91,176
24	Scotty's	600	6,800	88,235
25	Central Hardware	340	4,000	85,000
	Totals and *Averages*	25,400	171,586	*160,867*

NHCN charts

***The 25 largest retailers** increased their per-store sales by an average of nearly 11 percent and their sales per employee by 19 percent over 1990.*

Sales per square foot also fared better than in 1990, with an average dollar sale of $254 per square foot versus $199 in 1990.

Contractor chains hit hard

(Continued from page 96)

are located on the east or west coasts, where home building and remodeling activity was abysmal.

These pro-oriented retailers weren't helped any by the fact that much of the industry stepped up its efforts last year to pursue the same customers these retailers call their bread and butter.

For example, Home Depot, which led the industry in percentage sales increase last year, now gets 30 percent of its sales from contractors and remodelers, and has made a major effort to alter its merchandise and services to attract those clients.

Other companies, like Foxworth-Galbraith, Great Plains Supply, Ridout Lumber and Carolina Builders, have also fared better than many of their counterparts in maintaining their professional accounts' business, as evinced by each chain's sales increases in 1991.

> **Contractor-oriented companies got a double dose of trouble last year. In addition to the home building slump, much of the industry stepped up its efforts to pursue the same customers these retailers call their bread and butter.**

Top 10 Store Increase

Rank 1991	Company	Sales ($ Millions) 1991	1990	Stores 1991	1990	New Stores
1	Home Depot	**$5,137**	$3,815	**174**	145	**29**
2	Eighty-Four Lumber	**800**	767	**368**	342	**26**
3	Lanoga	**462**	425	**137**	124	**13**
4	Menard Inc.	**965**	800	**60**	48	**12**
5	Cox Lumber	**64**	68	**20**	12	**8**
6	HomeClub	**1,400**	1,260	**73**	66	**7**
7	Builders Square	**2,050**	1,890	**150**	144	**6**
8	McCoy's Building Supply Center	**309**	273	**98**	95	**3**
9	Handy Andy	**500**	440	**56**	53	**3**
10	Brookhart Inc.[1]	**40**	26	**9**	7	**2**
	Orchard Supply Hardware	**310**	290	**37**	35	**2**
	John H. Myers & Son	**27**	21	**5**	3	**2**
	Fagen's Building Centers	**110**	100	**28**	26	**2**
	Marling Lumber Co.	**26**	24	**4**	2	**2**
	Supply One Inc.	**30**	25	**5**	3	**2**
	Manis Lumber (Wheeler's)	**32**	30	**11**	9	**2**
	Terry Cos.	**130**	165	**16**	14	**2**
	Anderson Lumber	**107**	113	**23**	21	**2**

[1] The following companies tied for tenth place with two stores each: Brookhart; Orchard Supply Hardware; John H. Myers & Son; Fagen's Building Centers; Marling Lumber Co.; Supply One; Manis Lumber (Wheeler's); Terry Cos.; Anderson Lumber.

NHCN chart

Top Sales Among Contractor-Oriented Companies

Rank 1991	Company	Sales ($ Millions) 1991	1990	% Change 1991 1990	%DIY 1991	1990	Store 1991	1990
1	**BMC West,** Boise, Idaho	**219**	224	**− 2.2**	**25**	22	**28**	28
2	**Carolina Builders,** Raleigh, N.C.	**210**	187	**12.3**	**5**	5	**21**	21
3	**Leeds Building Products,** Marietta, Ga.	**140**	150	**− 6.7**	**10**	15	**18**	28
4	**Terry Cos.,** Tarzana, Calif.	**130**	165	**−21.2**	**6**	5	**16**	14
5	**Fagen's Building Centers,** Wexford, Pa.	**110**	100	**10.0**	**20**	15	**28**	26
6	**Parr Lumber,** Aloha, Ore.	**107**	102	**4.9**	**20**	30	**10**	9
7	**Strober Organization,** Brooklyn, N.Y.	**100**	110	**− 9.1**	**15**	15	**10**	9
8	**Thompson Building Materials,** Orange, Calif.	**86**	89	**− 3.4**	**21**	20	**9**	9
9	**Pelican Building Centers,** Conway, S.C.	**80**	89	**−10.1**	**25**	25	**12**	12
10	**A.C. Houston Lumber,** Wichita, Kan.	**80**	89	**−10.1**	**20**	15	**8**	8
11	**Builderway Inc.,** Greenville, S.C.	**70**	72	**− 2.8**	**20**	15	**14**	13
12	**Lyman Lumber,** Excelsior, Minn.	**70**	73	**− 4.1**	**5**	5	**3**	3
13	**Scherer Brothers Lumber,** Brooklyn, Minn.	**70**	75	**− 6.7**	**10**	10	**2**	2
14	**Barr Lumber,** Los Alamitos, Calif.	**65**	80	**−18.8**	**25**	20	**6**	6
15	**Cox Lumber,** St. Petersburg, Fla.	**64**	68	**− 5.9**	**20**	20	**20**	12

NHCN chart

Top 10 Percentage Decrease Among the Top 100 Companies

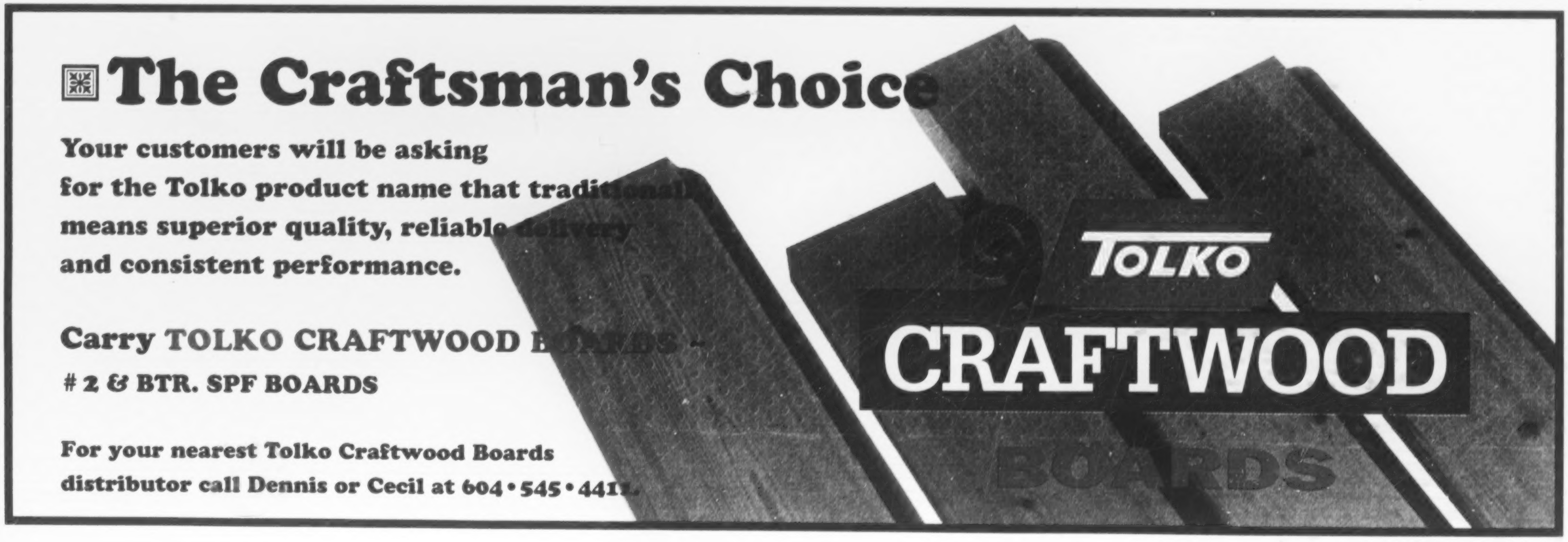
Rank 1991	Company	Sales ($ Millions) 1991	1990	% Change 1991-1990
1	Gerrity Lumber	**$ 83**	$ 140	**−40.7**
2	Channel Home Centers	**260**	379	**−31.4**
3	General Building Products	**45**	62	**−27.4**
4	West Building Materials	**190**	257	**−26.1**
5	Henry Bacon Building Materials	**52**	70	**−25.7**
6	Hancock Lumber Co.	**43**	55	**−21.8**
7	Terry Cos.	**130**	165	**−21.2**
8	Barr Lumber	**65**	80	**−18.8**
9	Pay 'N Pak	**410**	499	**−17.8**
10	Dixieline Lumber	**115**	136	**−15.4**
	Totals and *Averages*	**$1,393**	$1,843	*−24.6**

*Average of percent change of the companies listed.

NHCN chart

***The home building** and remodeling slump of the past year took its toll on contractor-oriented companies.*

***Home Depot, the top 1991** retailer in sales, lead the way in new stores with 29; 84 Lumber came in second, with 26 (top chart); Of the 15 leading companies that get 75 percent or more of their sales from pros, 12 reported sales declines (bottom chart).*



The Craftsman's Choice

Your customers will be asking for the Tolko product name that traditionally means superior quality, reliable delivery and consistent performance.

Carry TOLKO CRAFTWOOD BOARDS -
# 2 & BTR. SPF BOARDS

For your nearest Tolko Craftwood Boards distributor call Dennis or Cecil at 604•545•4411.

Circle (032) on Reader Service Card

Warehouse chains come out on top again

The warehouse store segment continued to outpace the rest of the industry in terms of growth and sales performance. And jockeying among the industry's largest companies led to some dramatic changes in how each segment growth can be perceived.

The warehouse chains—Home Depot, Builders Square and HomeBase—all had significant sales gains in 1991, and each reported an overall enlargement of their typical stores. (*NHCN* does not include HomeQuarters Warehouse in its calculation because Hechinger Co., its parent, has declined to break out HQ's sales from its total, although *NHCN* estimates that HQ's 31 stores generated around $550 million in sales last year.)

It should also be noted that the addition of 84 Lumber and the deletion of Wickes Lumber from the top 10 list altered the average size of stores in that segment significantly. (84 Lumber has 200 more stores than Wickes that are generally twice as large.)

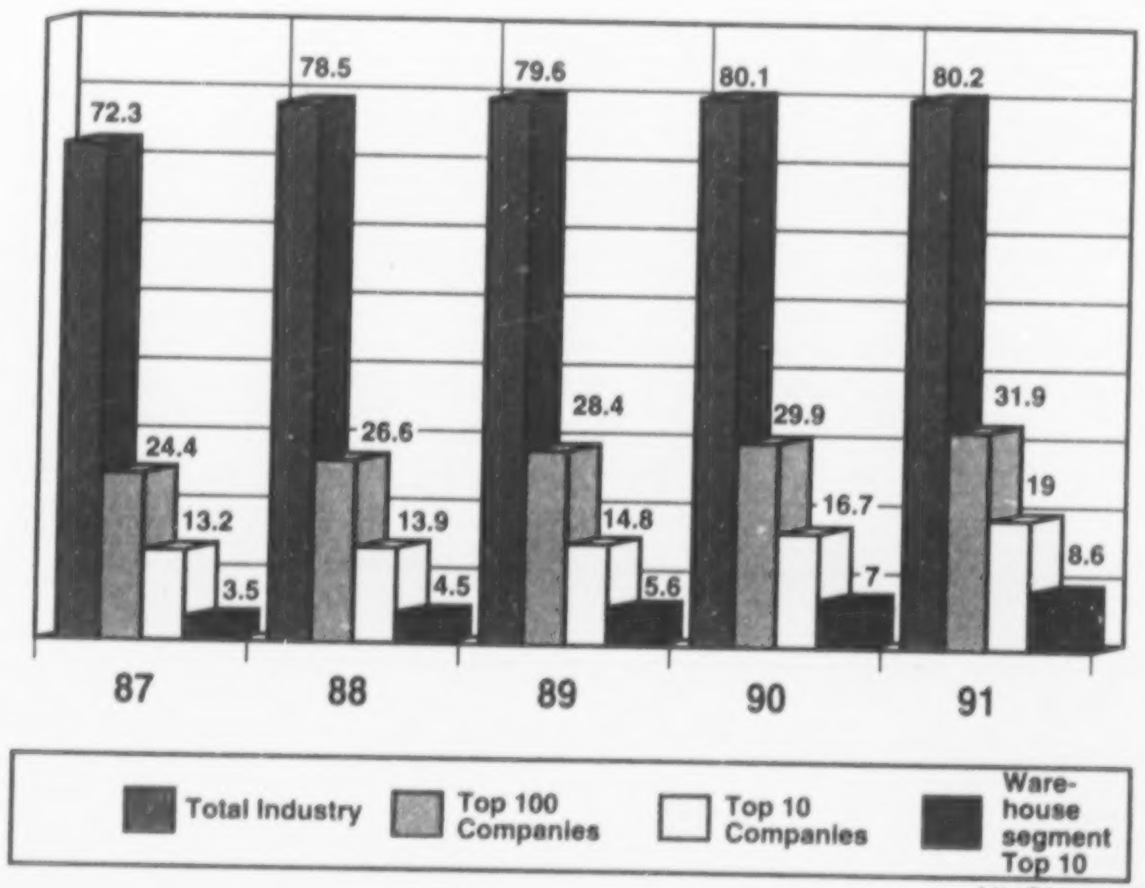
The top 10 chains opened 60 stores last year, and that caused the overall sales per store for this segment to decline slightly.

Because *NHCN* has expanded its overall Retail Scoreboard to 500 companies, the Top 100 segment now includes several lumberyard operators that do considerable volume but don't have large showrooms. Consequently, the average size of the store showroom for companies within the top 100 is now smaller than it has been in the past few years.

(As noted last year, the 1987 figures include the Agway nursery and farm supply chain that was subsequently removed from lists in the proceeding years. The store count that year is also skewed by the fact that Builders Square opened 50 units in 1987.)

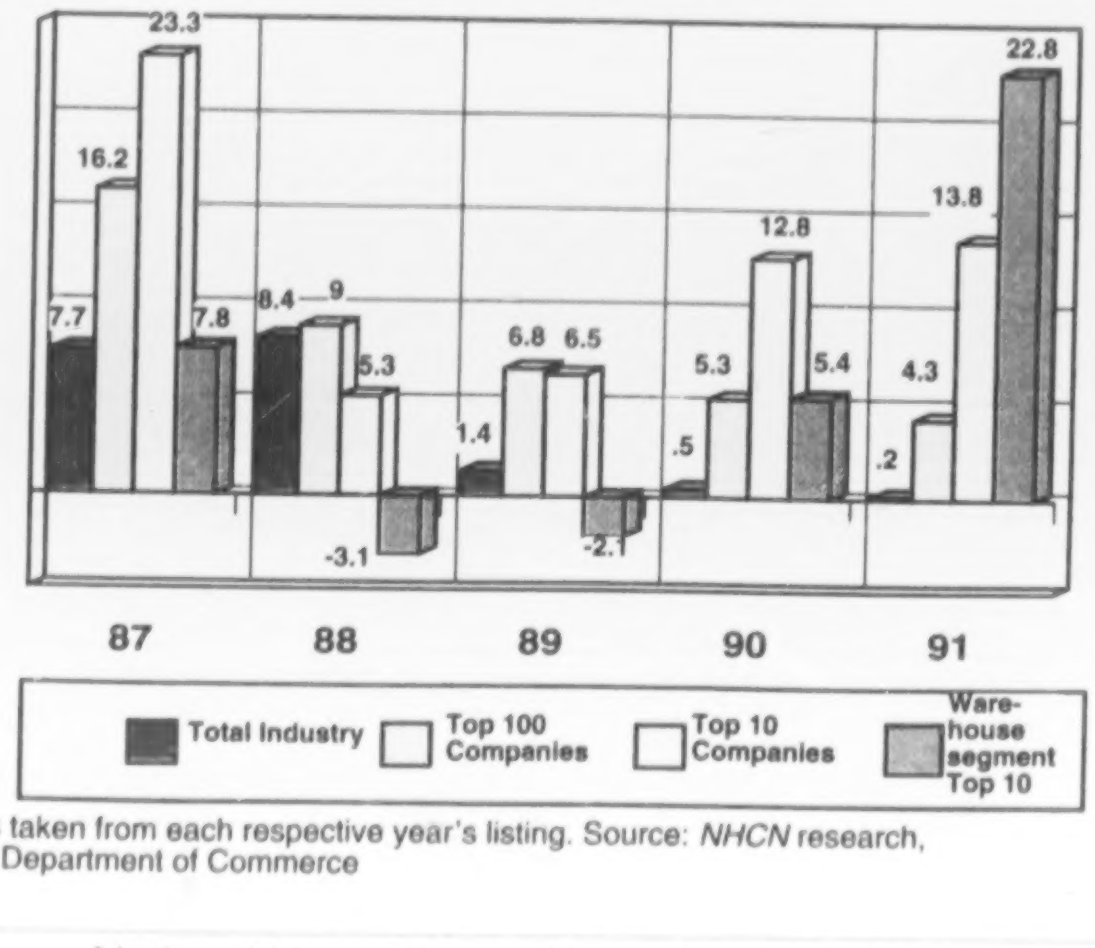
5-Year Growth 1987/1991

Sales Growth in $ Billions



NHCN charts

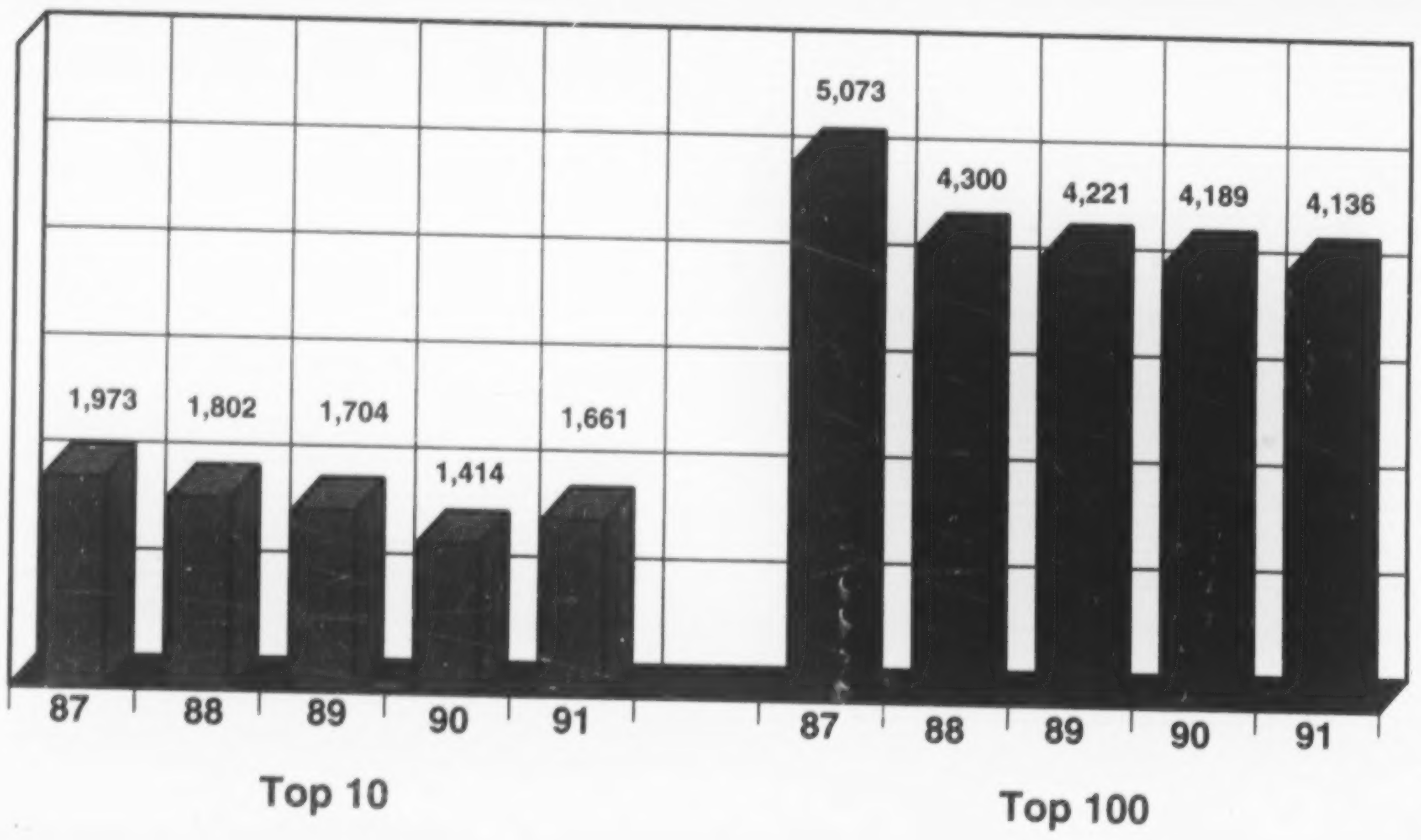
Sales Percent Growth



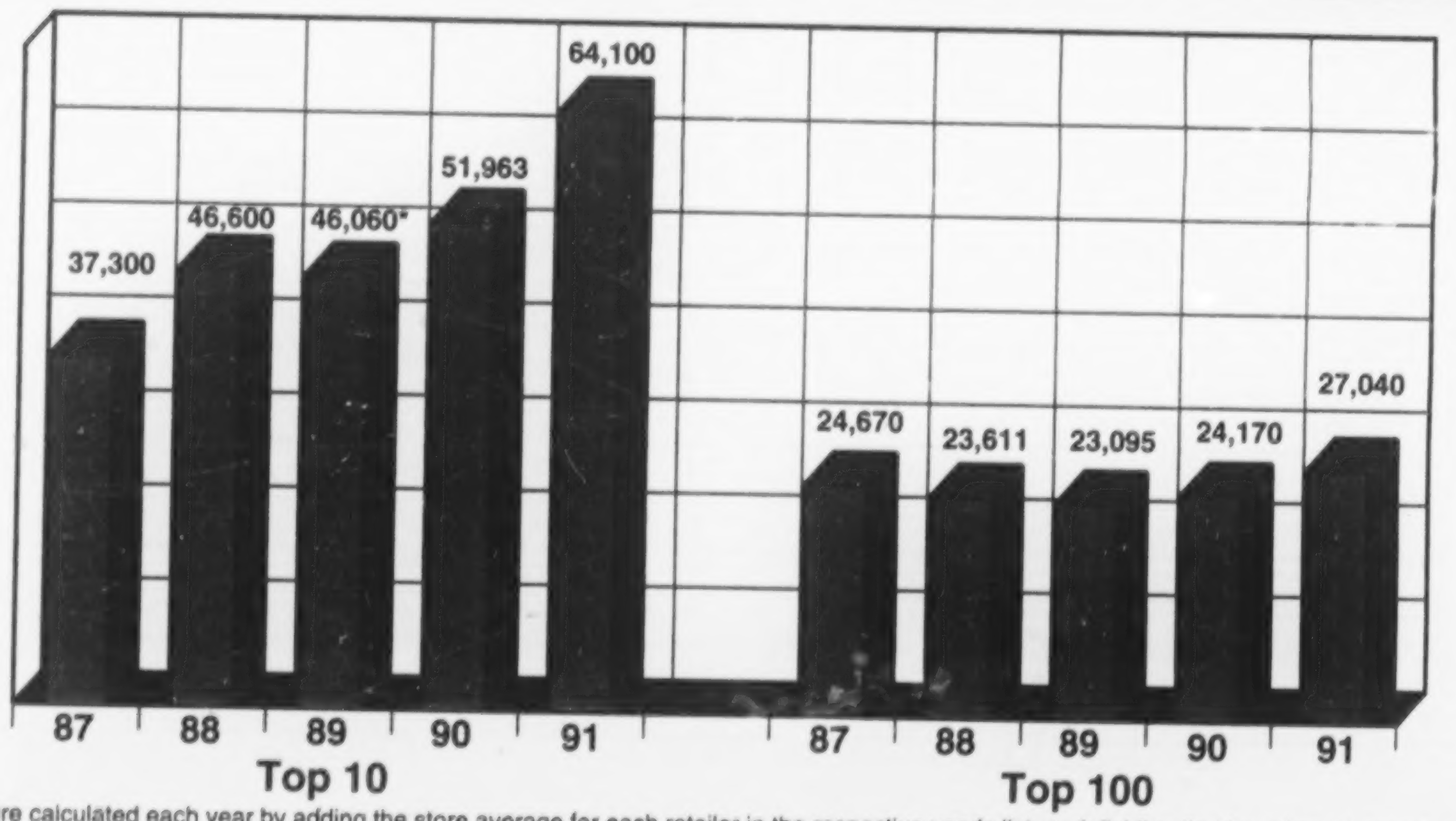
Sales taken from each respective year's listing. Source: *NHCN* research, U.S. Department of Commerce

5-Year Industry Productivity 1987/1991

Store Unit Growth



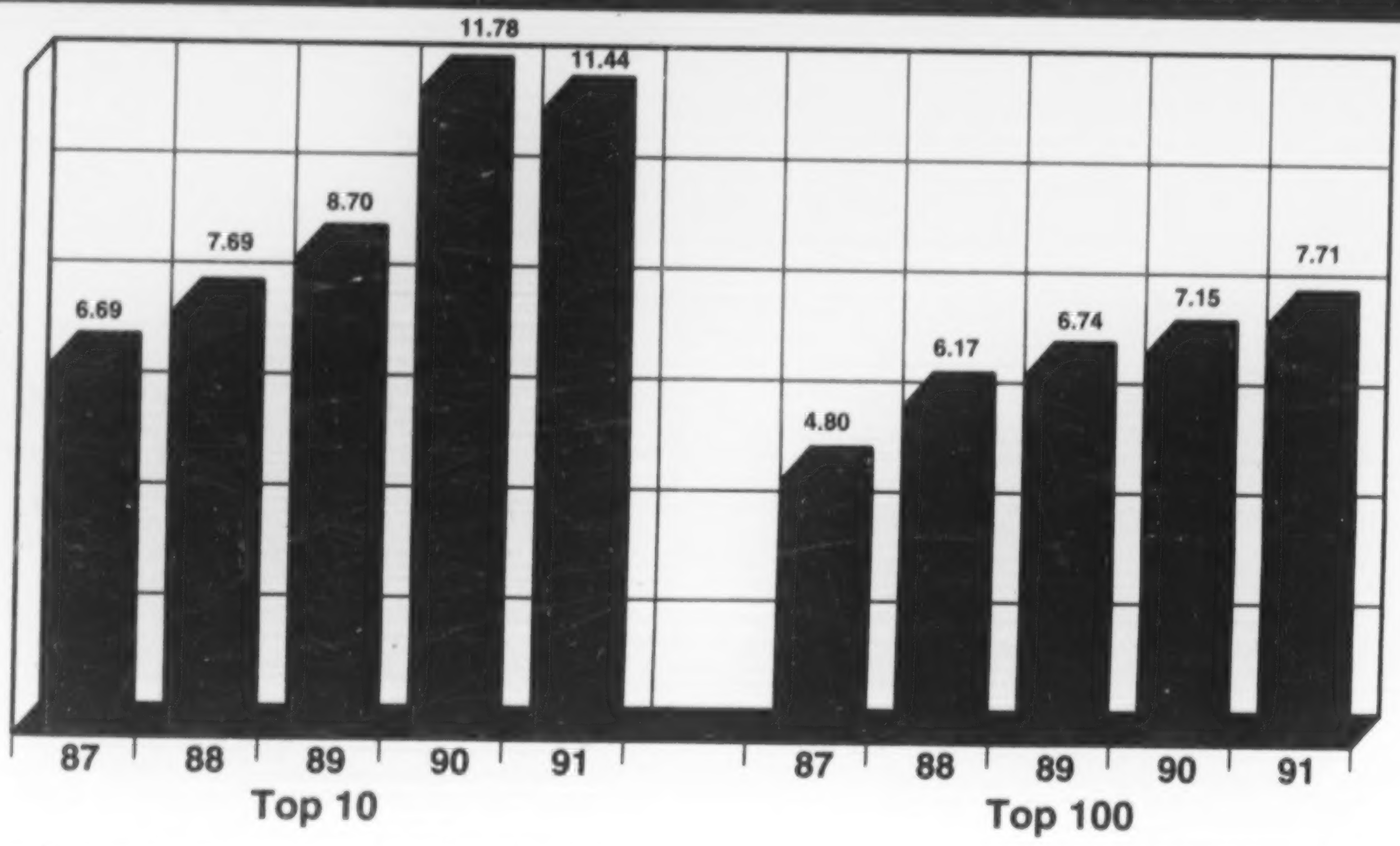
Square Footage Growth



Averages were calculated each year by adding the store average for each retailer in the respective year's list, and dividing that by either 10 or 100. In previous years, *NHCN* has taken a chain's total square footage figure (which can include warehouse and office space), divided that by the store totals, added up those figures and divided by 10 or 100 to get each segment's averages.

*In 1989 Sutherland Lumber replaced Builders Emporium in the Top 10 listing, which accounts for the drop in overall square footage per store.

Sales per Store Growth ($Millions)



Sales and ranking are taken from each respective year's listing

Source: *NHCN* research *NHCN* charts

The Leading Independents Among the Top 500

Top Independents by Dollar Sales Increase

Rank 1991			Sales			% DIY		Stores		Square Footage		Skus	Employees		% of Employees Part-time	Buying/ Mktg Group
In Top 500	Among Indys	Company	($ mil.) 1991	1990	% Change 1990-1991	1991	1990	1991	1990	Store Avg. 1991	Chain total (thous.) 1991	Store Avg. 1991	1991	1990	1991	1991
110	1	**West End Lumber Co.,** Houston	40	26	53.8	10	10	3	3	15,000	5,000	15,000	85	50	5	
123	2	**Central Valley Builders Supply,** St. Helena, Calif.	35	23	52.2	35	30	3	2	18,000	6,000	3,000	180	175	2	
382	3	**Hundman Lumber Do-It Center,** Bloomington, Ill.	15	11	36.4	20	15	1	1	20,000	20,000	20,000	75	50	1	HWI
203	4	**Keim Lumber Co.,** Charm, Ohio	24	19	26.3	30	50	1	1	32,000	32,000	15,000	100	90	0	HWI
175	5	**Matt's Cash & Carry Building Mat'ls,** Pharr, Texas	26	21	23.8	70	55	2	2	100,000	50,000	30,000	168	165	30	BMA, HH
339	6	**Norris Rader Inc.,** New Iberia, La.	16	13	23.1	50	40	3	3	30,000	10,000	7,500	100	100	0	HWI
349	7	**Orgain Building Supply,** Clarksville, Tenn.	16	13	23.1	20	30	1	1	8,500	8,500	11,000	100	70	3	BMA, HWI
309	8	**Poulsen's Inc.,** Great Falls, Mont.	17	14	21.4	70	70	1	1	36,000	36,000	6,000	80	70	20	Ace, BMA, OO
211	9	**Kight Home Center,** Evansville, Ind.	23	19	21.1	30	30	3	3			6,500	115	95	20	BMA, HWI
294	10	**Standale Lumber & Home Center,** Grand Rapids, Mich.	18	15	20.0	55	20	3	2	25,000	8,300		80	70	5	S, BMA, PAL
302	11	**Cape Fear Supply,** Fayetteville, N.C.	18	15	20.0	10	10	1	1	2,000	2,000	5,500	75	75	0	BMA
116	12	**Stripling Blake Lumber,** Austin, Texas	38	32	18.8	25	30	3	3	79,000	26,300	18,000	200	200	5	BMA, HHW
438	13	**Marriner Lumber Home Center,** Brunswick, Maine	13	11	18.2	50	50	3	3	20,000	6,700	15,000	50	50	4	
433	14	**Kabelin Hardware Co.,** La Porte, Ind.	13	11	18.2	80	90	3	3	120,000	40,000	6,000	180	180	0	Cotter
135	15	**Mill Creek Lumber & Supply,** Tulsa, Okla.	33	28	17.9	35	40	3	3	45,000	15,000	16,000	95	95		HWI, BMA

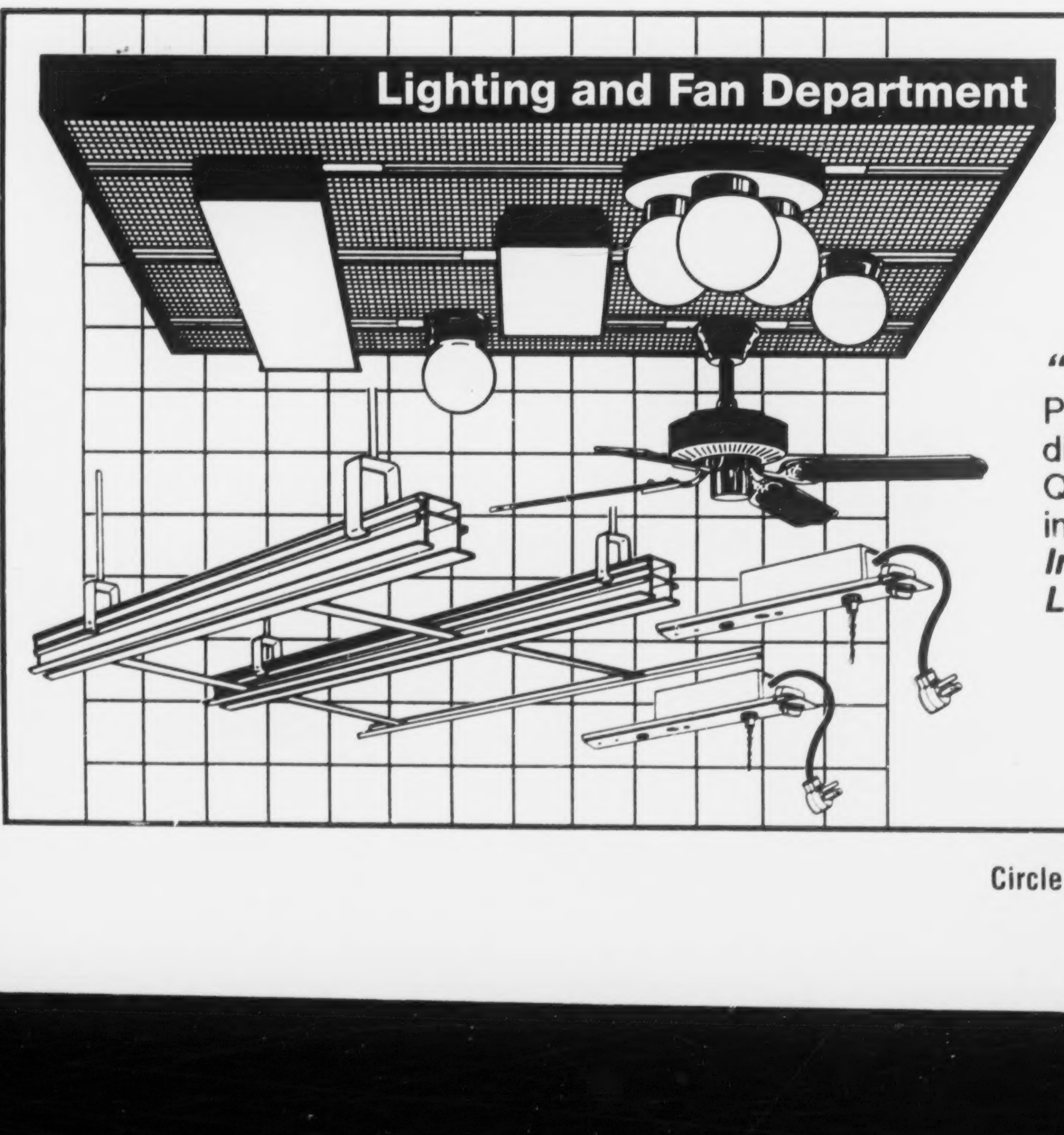
Top Independents With Three Stores or Less

Rank 1991			Sales			% DIY		Stores		Square Footage		Skus	Employees		% of Employees Part-time	Buying/ Mktg Group
In Top 500	Among Indys	Company	($ Mil.) 1991	1990	% Change 1990-1991	1991	1990	1991	1990	Store Avg. 1991	Chain Total (thous.) 1991	Store Avg. 1991	1991	1990	1991	1991
63	1	**Scherer Brothers Lumber,** Brooklyn Park, Minn.	70	75	− 6.7	10	10	2	2	10,000	5,000	9,000	275	250	5	HWI
64	2	**Lyman Lumber,** Excelsior, Minn.	70	73	− 4.1	5	5	3	3	75,000	25,000		150	150	2	LMC
79	3	**Ganahl Lumber,** Anaheim, Calif.	52	61	−14.8	8	8	3	3	50,000	25,000	20,000	250	280	15	BMA, HWI
85	4	**Hamilton Lumber & Home Center,** Hamilton, Mich.	50	50	0.0	50	50	3	3	75,000	25,000	13,000	60	60	2	PAL
90	5	**Bellevue Builders Supply,** Schenectady, N.Y.	48	50	− 4.0	40	40	1	1	42,000	42,000	19,500	195	188	20	Ace
105	6	**Causeway Lumber,** Ft. Lauderdale, Fla.	42	46	− 8.7	10	15	2	3	16,700	8,350	9,500	215	280	0	
104	7	**Builders Supply,** Omaha, Neb.	42	42	0.0	15	11	1	1	20,000	20,000	30,000	200	200	10	HWI
113	8	**Holmes Lumber Co.,** Jacksonville, Fla.	40	49	−18.4	5	5	2	2	28,000	14,000	12,500	200	190	2	BMA
111	9	**Fairfield Lumber & Supply,** Fairfield, Conn.	40	42	− 4.8	10	10	2	3	12,000	6,000	7,000	120	100	5	BMA, SS
112	10	**Feldman Lumber Co.,** Brooklyn, N.Y.	40	40	0.0	10	15	3	3	8,000	2,600	3,000	120	125	1	SS
110	11	**West End Lumber Co.,** Houston, Texas	40	26	53.8	10	10	3	3	15,000	5,000	15,000	85	50	5	
118	12	**Mayfield Building Supply,** Arlington, Texas	38	37	2.7	5	5	2	2	13,000	6,500	10,000	125	100	0	BMA
117	13	**Western Home Center,** Cincinnati	38	36	5.6	20	50	2	2	26,000	13,000	12,000	300	250	0	BMA, LMC
116	14	**Stripling Blake Lumber,** Austin, Texas	38	32	18.8	25	30	3	3	79,000	26,300	18,000	200	200	5	BMA, HHW
130	15*	**Chandler Lumber Co.,** Van Nuys, Calif.	35	64		5	5	3	3	60,000	20,000	20,000	120	120	5	Ace

*Also tied for 15th place were Midpac Lumber Co., Honolulu; Moser Lumber Inc., Naperville, Ill.; Woodhaven Lumber & Millwork, Point Pleasant Beach, N.J.; and Central Valley Builders Supply, St. Helena, Calif.

Buying group designations: BMA = Builder Marts of America; C = Cotter; HHW = Handy Hardware Wholesalers; HWI = Hardware Wholesale Inc.; LMC = Lumbermen's Merchandising Corp.; PAL = Progressive Affiliated Lumbermen; SS = ServiStar.

NHCN charts



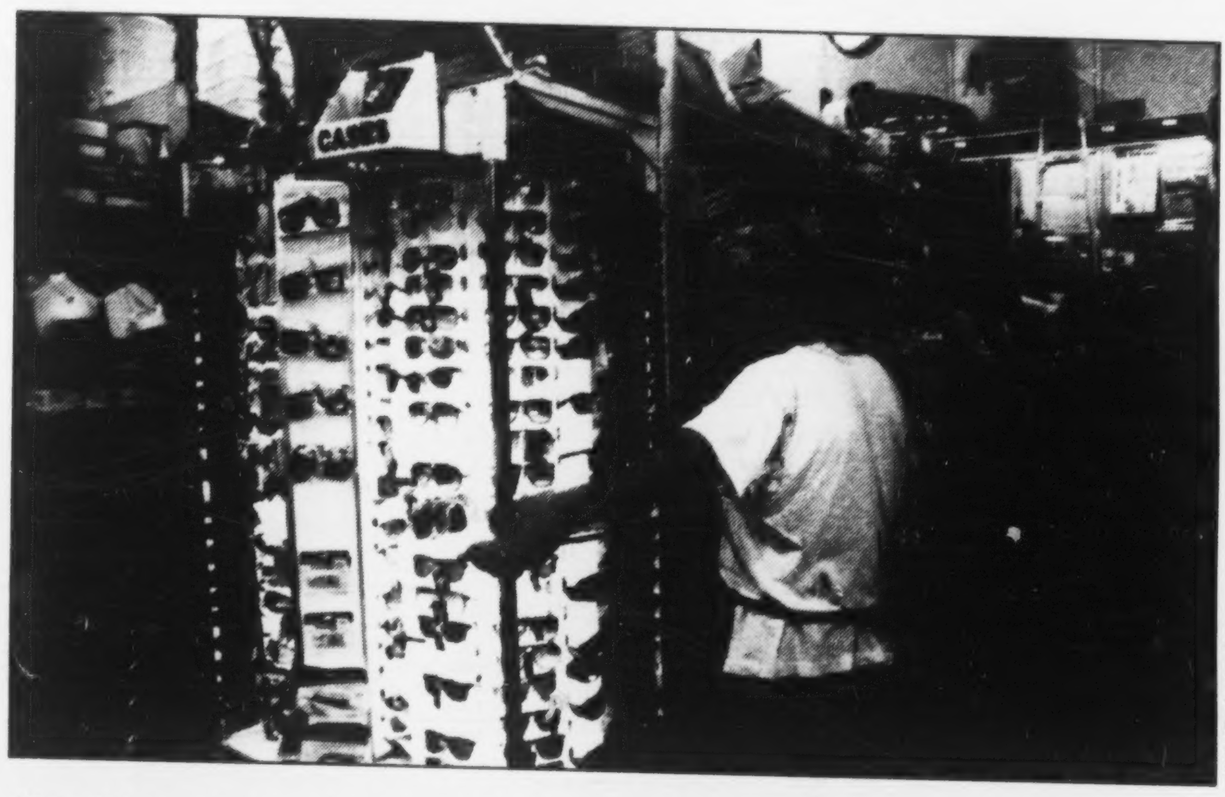
Add more PROFITS
to your Lighting
and Paddle Fan Displays

"Welcome To The 21st Century" Take a real good look at your Lighting and Paddle Fan display needs. Prestige Products provides most every combination of displaying and merchandising moving fans, ceiling mounted lights and fluorescents. Quick, easy installation and affordable pricing all add up to **"ILLUMINATED PROFITS!"**, including the only fully assembled fixture display bracket with a self-contained pull-switch. ***Include our Modular Track Systems & "Skybox" in your next display. Turn your Lighting & fan department into a real profit center. For complete information call..***

PRESTIGE PRODUCTS INC
800/648-5267
1250 ARTHUR STREET, PO BOX 727 • ELK GROVE VILLAGE, ILLINOIS 60007

Circle 034 on Reader Service Card

Hardware stores hammer away at the competition



NHCN photo

***Boulder, Colo.-based McGuckin Hardware**, with 300,000 skus in 1991, uses its broad mix to compete against the big chains.*

NATIONAL REPORT — In a world of warehouse chains, Morris Black & Sons does quite well, thank you, specializing in builders hardware.

The Allentown, Pa.-based independent hardware store stocks only 2,000 items, but its range of architectural and contractor-grade hardware, sold by experienced salespeople and designers, generated $12 million in revenues last year, and kept the company apart from the competitive fray.

"This is a real comfortable niche," said Bob Black, vp and sales manager, whose company has been able to maintain strong margins. Only 10 percent of what Morris Black sells is bought by DIYers.

Morris Black & Sons is like a lot of the industry's leading hardware store operators, who must find the right combination of product and service to compete effectively against larger chains and warehouse stores.

Some, like Orchard Supply Hardware and Aco Hardware, are large operations in their own right, and can tout the shopping convenience and assortments their stores offer.

"We are fix-it [oriented] versus build-it [oriented]," said Maynard Jenkins, the president of the 37-unit Orchard, based in San José, Calif., who is a firm believer in "competitive coexistence."

Orchard expects to grow to 75 stores, at a rate of three to four stores per year, within its 300-mile radius service area before it contemplates growth outside of northern California.

(For purposes of continuity with previous years' census charts, Orchard and Aco are included on the Top 500 retail listing.)

Other, smaller hardware store operators, like McGuckin Hardware in Boulder, Colo., which stocks 300,000 items, and McLendon Hardware in Renton, Wash., which has 75,000, use their depth and breadth of assortment to go up against big-chain competitors.

McLendon, with four stores and $33 million in sales last year, also uses customer service as a competitive calling card. Its 55,000-square-foot store in Renton, for example, is manned by 30 people, many of whom have 25 years' experience.

"We stock the store with people," said Mike McLendon, a vice president for the family-owned business.

This year, *NHCN* has broken out a separate chart of the industry's leading hardware store operators *(see next page)*, which range in size from the W.E. Aubuchon chain in Massachusetts, which did $78 million, to Carter Hardware, an affiliate of the Hardware Wholesalers, Inc. co-op, which generated $10 million in 1991 out of a 105,000-square-foot unit that caters mostly to contractors.

These companies mostly buck the stereotype of the hardware store as stuck in the past, unwilling to make competitive changes. Aubuchon, for example, remodeled five of its stores last year, and is in the process of remodeling five more this year, according to senior vp-advertising Bernard Aubuchon.

Most of these companies, of course, are competitive because of their affiliations with

EVEN THOUGH THERE ARE OVER 75 REASONS
TO CARRY OUR LINE OF DOORS AND WINDOWS,

ALUMINUM STORM DOORS • WOODCORE STORM DOORS • VINYL WINDOWS • ALUMINUM WINDOWS •

To get the price and quality advantage of Metal Industries doors and windows in your store, call your nearest

RETAIL SCOREBOARD

Rank 1991	Rank 1990	Company	Sales ($ Millions) 1991	Sales ($ Millions) 1990	Sales % Chg. 1991-1990	% DIY 1991	% DIY 1990	Stores 1991	Stores 1990	Square Footage Chain Total 1991	Square Footage Store Average 1991	SKUs 1991	No. Employees 1991	% of Employees Part-time 1991	Buying/ Marketing Group 1991
1	1	**W.E. Aubuchon Co.,** Westminster, Mass.	78	77	1.3	90	95	134	135	400,000	3,000	9,500	450	20	
2	2	**Shopsmith Inc.,** Dayton, Ohio	49	51	− 3.9	95	95	45	45	150,000	3,300	2,500	450	13	
3	3	**A.L. Damman Co.,** Madison Heights, Mich.	35	35	0.0	90	90	15	15	218,000	14,500	20,000	360	5	C
4	4	**McLendon Hardware Inc.,** Renton, Wash.	33	30	10.0	85	85	4	3	100,000	25,000	75,000	165	6	Ace
5	5	**Imperial Hardware Stores,** El Centro, Calif.	25	23	8.7	30	30	11	11	250,000	22,700	NA	250	0	HWI
6	6	**Ace Hardware Home Center,** Round Lake, Ill.	23	20	15.0	60	60	6	7	170,000	28,000	25,000	270	60	Ace
7	7	**Pleasants Hardware,** Richmond, Va.	21	20	5.0	20	20	2	2	35,000	17,500	26,000	210	10	HWI
8	10	**McGuckin Hardware,** Boulder, Colo.*	19	16	NA	70	70	1	1	40,000	40,000	300,000	200	17	C, DA
9	11	**Hader Hardware Inc.,** Cincinnati	15	15	0.0	90	85	14	14	150,000	10,700	9,000	250	0	HWI
10	8	**Smith Hardware Co.,** Marietta, Ga.	15	18	−16.7	90	90	4	6	73,000	18,250	12,500	120	0	Ace
11	14	**Ace Hardware Inc.,** Springfield, Ill.	13	11	18.2	95	95	6	6	180,000	30,000	30,000	65	3	Ace
12	16	**Crown Hardware Inc.,** Costa Mesa, Calif.	12	10	20.0	80	85	8	8	60,000	7,500	NA	100	50	Ace
13	15	**Miller Hardware Co.,** Harrison, Ark.	12	11	9.1	60	60	2	2	20,000	20,000	12,000	70	5	C, SS
14	13	**Morris Black & Sons Inc.,** Allentown, Pa.	12	12	0.0	10	10	1	1	50,000	50,000	2,000	80	0	
15	12	**White Jones Hardware Co.,** Anderson, S.C.	12	13	− 7.7	90	90	3	3	65,000	22,000	15,000	75	0	Ace
16	9	**Sunshine Ace Hardware Inc.,** Naples, Fla.	12	16	−25.0	75	75	4	4	90,000	22,500	15,000	140	10	Ace
17	17	**Carter Hardware Co.,** Nashville, Tenn.	10	10	0.0	10	25	1	1	105,000	105,000	16,000	43	0	HWI
		Totals *Averages*	396 *23*	388 *23*	*2.1*	*22.8*	*2.1*	261 *15*	264 *16*	*126,824*	*25,879*	*37,967*	3,298 *194*	*12*	

* *NHCN* estimate.

C = Cotter; DA = Distribution America; HWI = Hardware Wholesalers Inc.; SS = ServiStar.

NHCN chart

the various hardlines buying groups. But that doesn't automatically make these hardware store operators immune from market pressures.

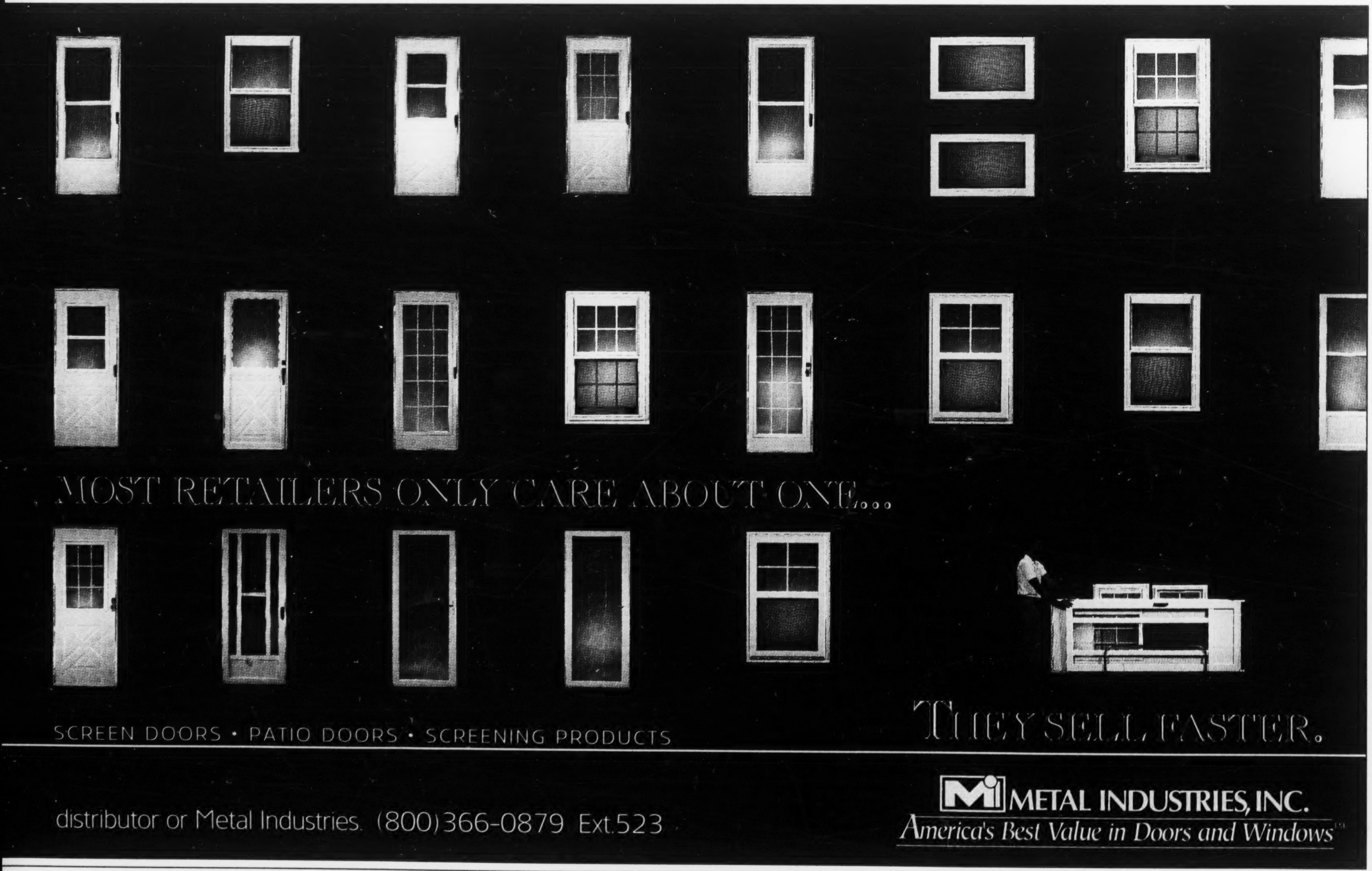
Take Sunshine Ace Hardware, the Naple, Fla.-based retailer with four stores, whose sales declined the most among the retailers on this chart.

While Sunshine had stellar sales in 1990, it couldn't recover from the adverse effect on business caused by the Persian Gulf War in the first quarter of 1991.

Yet, what keeps Sunshine apart from the chains with which it competes is its housewares, sporting goods and lawn and garden products.

While most of the retailers contacted for this article expect their businesses to do well in the future, they are also realistic about how the market is changing.

The future means "decreasing volume and operating with lower margins," because of competition, explained James Haire, general manager of the four-store Sunshine Ace Hardware.


MOST RETAILERS ONLY CARE ABOUT ONE...
THEY SELL FASTER.
SCREEN DOORS • PATIO DOORS • SCREENING PRODUCTS
METAL INDUSTRIES, INC.
America's Best Value in Doors and Windows
distributor or Metal Industries. (800)366-0879 Ext.523

Circle 035 on Reader Service Card

Contractors pledge their loyalty to paint chains

Rank		Company	Sales ($ Millions)		Sales % Chg.	% DIY		Stores		Square Footage		skus	No. Employees	% of Employees Part-time	Buying/ Marketing Group
1991	1990		1991	1990	1991-1990	1991	1990	1991	1990	Chain Total 1991	Store Average 1991	1991	1991	1991	1991
1	1	**The Sherwin-Williams Co.,** Cleveland	1,495	1,434	4.3	28	27	1,981	1,989	7,920,000	4,000	1,000	9,500	5	
2	2	**The Glidden Co.,** Cleveland	950	900	5.6	0	0	358	358	2,164,600	6,000	NA	4,700	0	
3	3	**Color Tile Inc.,** Fort Worth, Texas	544	523	4.0	80	80	772	772	3,705,600	4,800	1,650	4,500	NA	
4	4	**M.A. Bruder & Sons Inc.,** Broomall, Pa.	345	300	15.0	40	40	169	170	600,000	3,600	4,500	1,600	10	
5	5	**Standard Brands Paint Co.,** Torrance, Calif.	253	294	−13.9	95	95	146	147	2,000,000	13,700	7,000	2,100	15	
6	6	**Kelly-Moore Paint Co.,** San Carlos, Calif.	192	192	0.0	30	20	106	106	735,000	6,900	400	1,700	30	
7	7	**Porter Paints,** Louisville, Ky.	189	178	6.2	10	10	137	137	342,500	2,500	700	1,500	10	
8	8	**Duron Paints & Wallcoverings,** Beltsville, Md.	152	162	− 6.2	8	8	160	160	765,000	4,800	2,700	1,200	3	CG
9	9	**Dunn Edwards Corp.,** Los Angeles	150	161	− 6.8	20	15	55	55	360,000	6,500	20,000	1,200	3	
10	10	**Devoe & Raynolds Co.,** Louisville, Ky.	142	138	2.9	30	30	78	79	210,000	2,700	600	1,500	NA	GG
11	11	**Sinclair Paint Co.,** Los Angeles	110	108	1.9	15	15	52	52	NA	NA	1,000	725	0	
12	12	**Diamond Vogel Paint Inc.,** Orange City, Iowa	85	84	1.2	33	50	75	77	2,800,000	37,300	2,500	750	15	
13	13	**The O'Brien Corp.,** South San Francisco	70	75	− 6.7	25	25	48	55	175,000	3,600	1,000	800	2	
14	14	**Martin Paint Stores,** Jamaica, N.Y.	52	50	4.0	100	95	51	53	250,000	4,900	5,000	500	1	
15	15	**Ameritone Paint,** Rancho Dominguez, Calif.	50	50	0.0	40	40	20	21	156,000	7,000	4,500	260	0	GG
16	16	**Wallpapers To Go,** Houston	46	49	− 6.1	75	75	101	107	328,250	3,250	2,500	300	30	
17	20	**Vista Paint Corp.,** Fullerton, Calif.	45	33	36.4	25	40	26	26	225,000	8,700	10,000	460	0	AGS, V-T
18	19	**Rodda Paint & Wallpaper Express,** Portland, Ore.	41	35	17.1	60	65	30	30	250,000	8,300	35,000	400	3	V-T
19	29	**The Paint Products Co.,** Bridgeport, Conn.	40	22	81.8	60	40	14	14	250,000	17,900	6,000	150	10	Pro
20	17	**Kay & Kay Tile Depot Inc.,** Farmington Hills, Mich.	40	40	0.0	99	99	31	31	124,000	4,000	NA	300	0	
21	18	**Finnaren & Haley Inc.,** Conshohocken, Pa.	37	37	0.0	30	30	20	21	45,000	2,250	NA	200	20	CG
22	25	**Mautz Paint Co.,** Madison, Wis.	30	30	0.0	30	30	36	36	150,000	4,200	700	250	0	CG
23	23	**N. Siperstein Inc.,** Jersey City, N.J.	30	30	0.0	60	70	15	15	150,000	10,000	10,000	300	10	
24	24	**Old Quaker Paint Co.,** Santa Ana, Calif.	30	30	0.0	20	20	11	11	44,000	4,000	1,000	200	0	
25	21	**Pritchard Paint & Glass Co.,** Charlotte, N.C.	30	33	− 9.1	30	30	8	8	122,000	15,250	5,000	260	0	A-P
26	26	**Majestic Paint Centers Inc.,** Columbus, Ohio	29	25	16.0	65	65	66	68	264,000	4,000	4,000	250	2	
27	30	**Iowa Paint Manufacturing Co.,** Des Moines, Iowa	24	22	9.1	10	10	21	21	100,000	4,800	3,000	200	20	CG
28	27	**Janovic/Plaza Inc.,** Long Island City, N.Y.	24	23	4.3	65	65	7	7	36,000	5,100	11,000	200	10	A-P
29	31	**Harrison Paint Corp.,** Canton, Ohio	23	22	4.5	60	55	9	9	125,000	13,900	2,500	118	0	
30	32	**Mercury Paint Co.,** Detroit	22	22	0.0	20	20	14	14	70,000	5,000	1,000	130	0	A-P, CG
31	35	**Cassity Jones Lumber & Hardware,** Longview, Texas	20	19	5.3	50	60	6	6	120,000	20,000	10,000	135	5	HHW
32	33	**J.C. Licht Co.,** Glendale Heights, Ill.	20	20	0.0	60	40	14	14	NA	NA	7,000	200	33	A-P
33	28	**Town Paint & Supply Co.,** Northboro, Mass.	20	23	−13.0	75	70	9	10	73,000	8,100	18,000	80	30	A-P
34	22	**Kwal-Howells Inc.,** Denver	20	32	−37.5	20	20	21	22	126,000	6,000	1,100	204	1	CG
35	41	**Preservative Paint Co.,** Seattle	19	16	18.8	20	20	15	15	110,000	7,300	NA	115	0	MS
36	36	**Jones Blair Co.,** Dallas	19	19	0.0	30	30	34	34	153,000	4,500	NA	600	2	MS
37	49	**Lincoln Park Painters Supply,** Lincoln Park, Mich.	18	13	38.5	25	25	16	16	NA	NA	15,000	140	5	
38	47	**Discount Wallcovering Inc.,** Norcross, Ga.	18	14	28.6	70	70	16	16	50,000	3,100	2,000	70	10	
39	42	**Mobile Paint Manufacturing Co.,** Theodore, Ala.	18	16	12.5	50	50	24	24	170,000	7,100	3,500	150	0	NPD
40	37	**United Paint Co.,** Memphis, Tenn.	18	18	0.0	20	25	19	19	80,000	3,500	1,000	165	0	V-T
41	39	**Buten Paint & Wallpaper,** Philadelphia	17	17	0.0	85	85	27	30	120,000	4,400	2,100	200	38	A-P
42	34	**The Perry & Derrick Co.,** Cincinnati	17	20	−15.0	75	60	8	11	32,000	4,000	2,500	130	0	CG
43	40	**The Gillman Co.,** Chattanooga, Tenn.	16	17	− 5.9	40	40	11	11	40,000	3,600	150	200	2	
44	38	**Hirshfield's Inc.,** Minneapolis	16	18	−11.1	50	50	14	14	93,000	6,600	7,000	250	50	A-P, CG
45	50	**Pervo Paint Co.,** Los Angeles	15	13	15.4	40	40	5	5	24,500	4,900	1,300	50	2	
46	45	**Norfolk Paint Co.,** Norfolk, Va.	15	15	0.0	35	35	7	7	16,000	2,300	1,000	130	0	A-P
47	44	**Brod-Dugan Paint & Wallcovering,** St. Louis	15	15	0.0	50	50	11	11	110,000	10,000	8,000	200	5	CG, A-P
48	52	**United Paint & Chemical Corp.,** Southfield, Mich.	13	11	18.2	40	40	6	7	NA	NA	14,500	100	4	SS
49	51	**Wellborn-DE Corp.,** Albuquerque, N.M.	13	13	0.0	20	25	13	13	65,000	5,000	NA	130	0	A-P
50	48	**Tower Paint Investments Inc.,** Hialeah, Fla.	12	14	−14.3	20	10	11	12	25,000	2,300	NA	100	0	
51	53	**John Seven Paint & Wallpaper,** Grand Rapids, Mich.	11	11	0.0	50	50	6	6	65,000	10,800	NA	70	15	A-P
52	54	**Scott Paint Super Mart,** Sarasota, Fla.	11	11	0.0	30	30	14	14	84,000	6,000	4,500	100	1	A-P
53	46	**Hallman Paints Inc.,** Sun Prairie, Wis.	11	15	−26.7	10	10	10	10	NA	NA	NA	80	0	V-T
54	55	**Acme Paint & Glass Co.,** Burlington, Vt.	10	11	− 9.1	60	60	2	2	20,000	10,000	5,000	60	0	SS
55	43	**Sophir-Morris Paint Co.,** Omaha, Neb.	10	16	−37.5	40	40	20	20	50,000	2,500	500	125	5	
		Totals	5,662	5,509				4,950	4,992				40,037		
		Averages	*103*	*100*	*2.4*	*42.3*	*41.8*	*90*	*91*	*521,869*	*7,019*	*5,400*	*728*	*8*	

AGS = Associated Group Services; A-P = All-Pro; CG = Color Guild; GG = Gro Group; HHW = Handy Hardware Wholesales; MS = MidSouth; NPD = National Paint Distributors; SS = ServiStar; V-T = Val-Test.

NHCN chart

DIYers go where the sales are

NATIONAL REPORT — A typical home center will carry anywhere from 3,000 to 10,000 gallons of paint in its stores. But the presence of those stores in a market doesn't appear to faze paint specialty retailers, most of which cater primarily to contractors and remodelers.

The nation's two largest paint chains, The Sherwin-Williams Co. and The Glidden Co., say loyal contractors will continue to shop at their stores even when home centers offer lower prices.

In fact, a spokesman for Louisville, Ky.-based Porter Paints, with 130 stores in the South and Midwest, said other paint and decorating stores, not home centers, are its toughest competition.

Officials from Sherwin-Williams Co., which operates nearly 2,000 stores across the nation (with 40 more due to open this year) and gets 28 percent of its volume from consumers, said service is the number one reason contractors shop its stores rather than a home center or lumberyard.

"Ultimately, everyone is a competitor," said Lydia Bazarko, director of corporate planning for Sherwin-Williams, based in Cleveland.

The stores, though, which average only 9,500 square feet and offer 1,000 skus, aren't attracting many consumers who just want to refurbish or freshen up a room or two, she said.

Sherwin-Williams, which opened 12 new stores in the first quarter of this year, will soon launch a new advertising campaign targeting the DIY shopper. The heavy television and radio campaign will tout the strong acceptance that the stores have with professionals, Bazarko said.

DIYer loyalty iffy

The large companies are not the only ones who say DIY customers no longer shop their stores first. One Southern California-based paint chain, for example, saw its percentage of DIY customers drop substantially last year.

Vista Paint Corp., a growing chain with 27 stores, said its DIY customer base shrunk as consumers started spending more money at a home center or consumer-oriented paint store like Standard Brands, said Nancy Sheffy, marketing assistant.

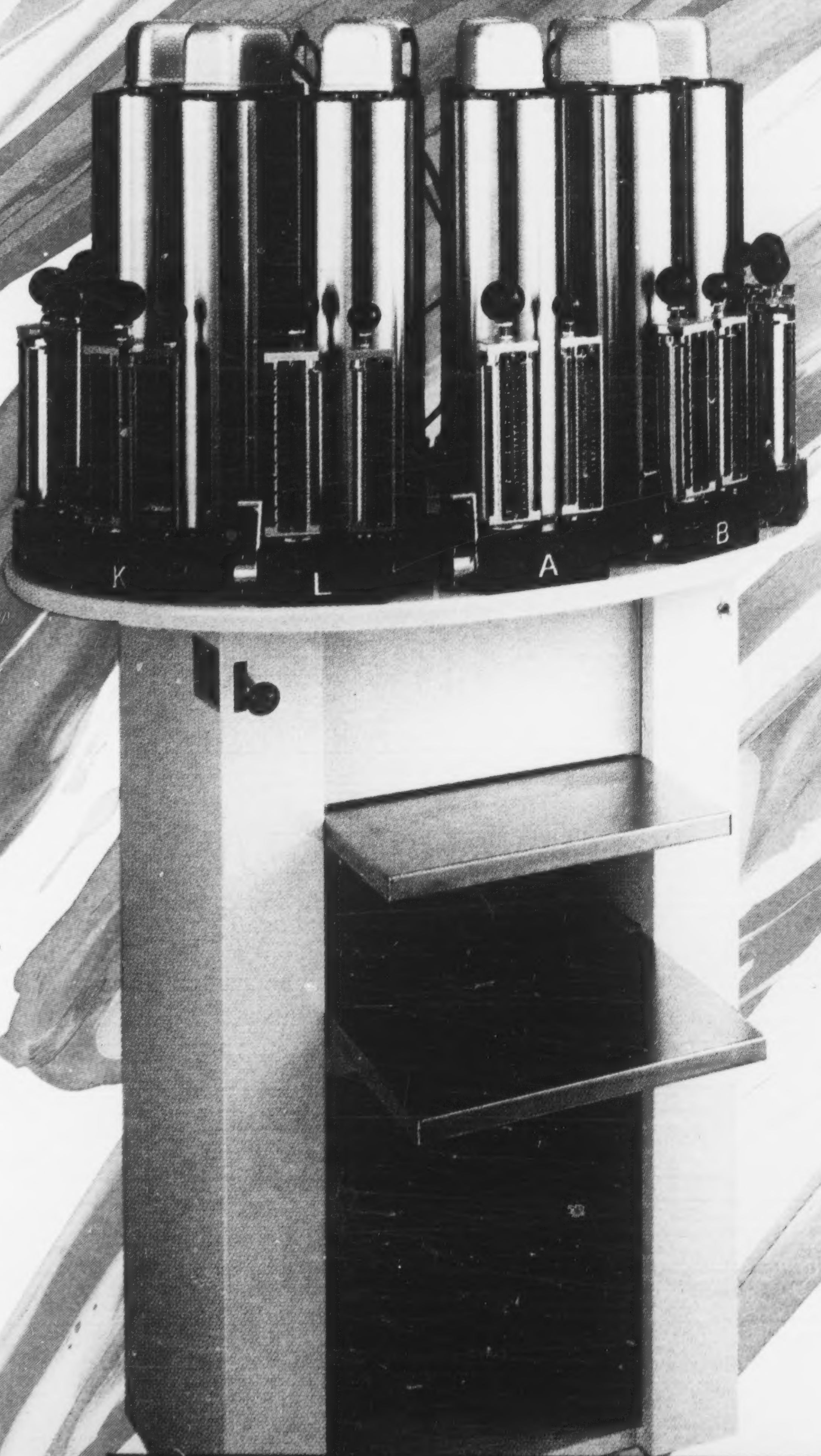
Sheffy said Vista's DIY customers, which accounted for 25 percent of its sales last year, often shop around to get the best product for the least amount of money, where Vista's contractors readily spend an extra buck or two for top-notch products and personalized service.

Regardless of a paint store's customer base, business was tough last year, company officials say.

Nonetheless, things are bound to get better. Take The Glidden Co., for example. The Cleveland-based manufacturer, whose paint stores cater almost exclusively to professionals, experienced flat sales last year. During the first quarter of 1992, however, sales were higher than projected, said Bernice Bolek, a Glidden spokesman.

Glidden stores open at 7:30 a.m. to get contractors in early. And a store employee will deliver as little as two gallons of paint to the job site if a contractor runs out, Bolek said.

Harbil



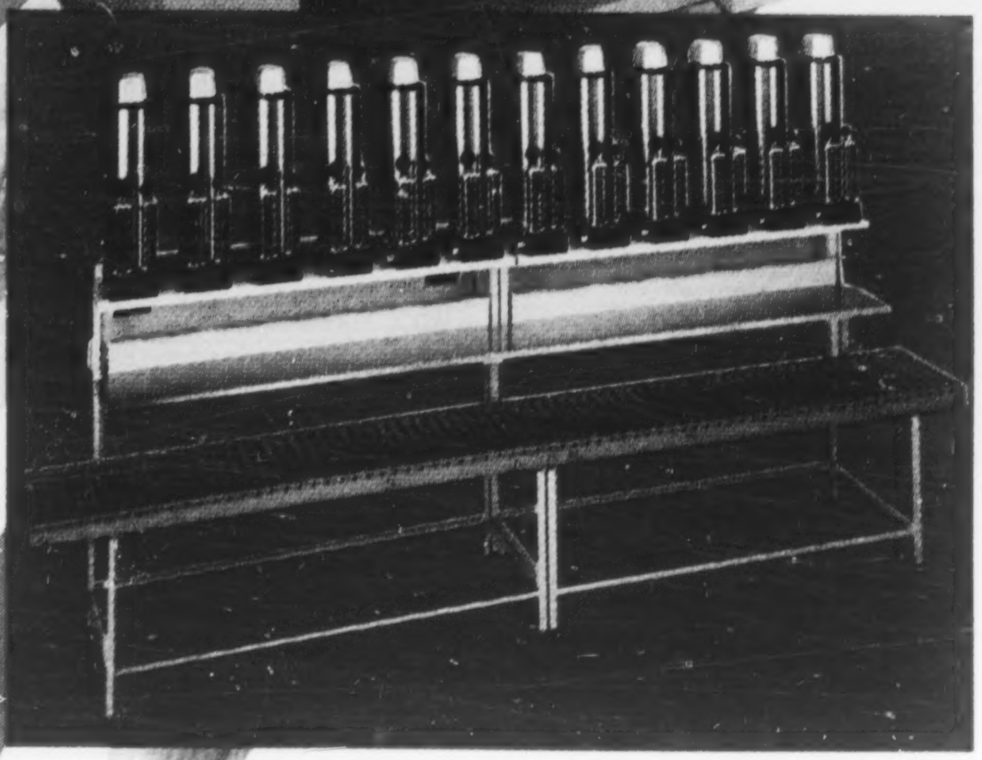
HEAVY DUTY
DUAL PUMP
DISPENSERS:

Reliably dispensing profits for retail and trade

There's a Harbil High Volume Dispenser for every application.
- In-line conveyor and turntable models; choose 10 to 16 canisters.
- Choice of agitation, dispense increments.

Proven reliable, efficient and simple design.
- Rugged, heavy gauge stainless steel construction.
- Dispensing scales for all systems.
- Handles pints to 5 gallon containers.

You can rely on Harbil.



Call toll-free 1-800-462-2466 (in Illinois: 708-537-0880 for more information).

The industry leader in mixing and tinting equipment.

Harbil
MANUFACTURING®
A DIVISION OF Fluid Management LIMITED PARTNERSHIP

605 South Wheeling Road
Wheeling, Illinois 60090
Toll-Free: 1-800-462-2466
Phone: 1-708-537-0880
FAX: 1-708-537-5530

Circle (037) on Reader Service Card

Farm & fleet dealers maintain firm foothold

Succeed by offering different product twist

NHCN photo

***Home centers that sell farm supplies** have a tough row to hoe competing with specialty dealers*

NATIONAL REPORT — Farm and Fleet stores—mostly large units that carry everything for the local farmer from tools to grain—continue to hold their own servicing small towns and agricultural areas. For many, growth is dependent on finding and filling product voids.

While these stores compete against home centers only marginally, many have full-blown home improvement departments that, in some cases, are equal to what one would find in, say, a medium-size hardware store, a hypermarket like Fred Meyer or a small lumberyard. On the other hand, a quarter of the industry's 500 largest home centers say they carry farm supplies.

The success of farm and fleet dealers, like that of the farmers they serve, is closely tied to the vagaries of the weather. Last summer's very dry spell put a dent in sales, but strong spring and fall sales compensated for this.

The market continues to be very competitive and, for some, the major competitor is the mass merchant, like Wal-Mart, which can offer a broader product mix and lower prices.

But market conditions haven't stymied expansion. Last year the 150-unit leader, TSC Industries (the initials stand for Tractor Supply Co.) added three units, two in Texas and one in Ohio. Some smaller companies expanded, too, such as Pendleton Grain Growers, which opened a fifth unit, a 30,000-square-foot store, in Hermiston, Ore.

Some dealers, like Pendleton, have found different product areas where they can excel. Pendleton's Western clothing area, for example, now occupies 25 percent of its stores. Last year, it extended its line of boots, jeans and blouses into jewelry and rodeo equipment.

Even when they go up against home improvement stores' merchandise mix, the farm and fleet units offer a different product twist. For example, TSC carries 2- and 5-gallon containers of motor oil, compared with the typical 1-gallon receptacles found in the automotives department of a hardware store or home center.

What's a bit disorienting is to find these products merchandised in the same stores that carry animal medicines, nutritional block, agricultural sprayers and repair parts.

The farm stores can be more flexible than the mass merchants and able to tailor their product mix to the needs of their particular communities. The Shawano, Wis.-based Farm and Home Supply, for example, added a pharmacy in its Chilton, Wis., location recently. It also added custom framing last year based on the success of its "Ben Franklin Craft Stores," which attract female shoppers.

Many dealers now belong to buying or marketing groups to make them more competitive. Some have allied with traditional groups like Mid-States Distributing Co., while others have joined national hardware co-ops such as Cotter or ServiStar, or building material brokers such as the Lumbermen's Merchandising Corp.

But as the number of traditional farmers declines, farm and fleet stores' customer base is evolving. The stores now service many more hobby farmers, and their lawn and garden departments have grown as a result.

Rank		Company	Sales ($ Millions)		Sales % Chg. 1991-1990	% DIY		Stores		Square Footage		skus 1991	No. Employees 1991	% of Part-time Employees 1991	Buying/ Marketing Group 1991
1991	1990		1991	1990		1991	1990	1991	1990	Chain Total 1991	Store Average 1991				
1	1	**TSC Industries Inc.,** Nashville, Tenn.	215	200	7.5	100	100	150	150	3,205,000	21,400	10,000	1,000	15	
2	2	**Country General Stores,** Grand Island, Neb.	175	165	6.1	100	100	93	95	2,232,000	24,000	30,000	2,000	10	
3	3	**Orscheln Farm & Home Supply,** Moberly, Mo.	85	80	6.3	90	90	74	74	1,300,000	17,600	14,000	645	27	M-S, Ace
4	4	**Big R Stores,** Kokomo, Ind.	48	48	0.0	92	92	9	9	375,000	75,000	48,000	550	40	M-S
5	5	**Big Bear,** Saint Cloud, Minn.	40	40	0.0	95	95	46	50	450,000	9,700	NA	350	0	
6	6	**Blain Supply Co.,** Janesville, Wis.	30	30	0.0	95	100	28	28	2,240,000	80,000	3,200	2,500	0	M-S
7	7	**Big Blue Stores Inc.,** Seymour, Ind.	29	29	0.0	90	90	16	16	240,000	15,000	NA	200	35	M-S
8	8	**Pendleton Grain Growers,** Pendleton, Ore.	27	25	8.0	90	90	5	5	40,000	8,000	25,000	250	10	C
9	11	**Farmers Cooperatives Elevator,** Arcadia, Iowa	24	24	0.0	60	60	1	1	1,200	1,200	1,500	22	0	
10	10	**Truman Farmers Elevator Co.,** Truman, Minn.	24	24	0.0	50	50	2	2	2,000	1,000	5,000	55	27	HWI
11	20	**Fisco Farm & Home Stores Inc.,** Stockton, Calif.	22	15	46.7	80	80	7	7	98,000	14,000	30,000	150	10	M-S
12	13	**Farm King Supply Inc.,** Macomb, Ill.	22	21	4.8	20	20	6	6	275,000	46,000	10,000	345	60	M-S
13	9	**Rockingham Cooperative Farm Bureau,** Harrisonburg, Va.	22	25	−12.0	90	90	6	7	90,000	15,000	7,500	150	5	SS
14	17	**Gebo Distributing Co.,** Plainview, Texas	21	19	10.5	75	90	14	14	245,000	17,500	25,000	125	5	M-S
15	14	**Culpeper Farmers Co-op,** Culpeper, Va.	21	21	0.0	70	70	6	6	100,000	16,700	15,000	135	10	SS
16	15	**Augusta Cooperative Farm Bureau,** Staunton, Va.	20	20	0.0	95	95	5	5	100,000	17,500	35,000	170	18	
17	16	**Farm & Home Supply Inc.,** Shawano, Wis.	20	20	0.0	95	95	4	4	88,000	22,000	50,000	170	50	Ace
18	12	**Home of Economy Inc.,** Grand Forks, N.D.	20	22	− 9.1	90	90	5	5	250,000	50,000	15,000	230	15	M-S
19	19	**Theisen Supply,** Dubuque, Iowa	18	17	5.9	90	90	8	8	140,000	15,000	10,000	100	80	M-S
20	18	**C-A-L Stores,** Idaho Falls, Idaho	18	18	− 2.8	50	50	5	5	100,000	20,000	10,000	125	0	M-S
21	21	**Coop. Elevator Assn. & Lumber,** Ocheyedan, Iowa	17	15	13.3	25	25	2	2	5,000	2,500	5,000	15	0	
22	22	**Farmers Co-op Elevator Co.,** Waukee, Iowa	16	15	6.7	100	100	5	5	10,000	2,000	NA	40	0	
23	25	**D&B Supply Co. Inc.*,** Caldwell, Idaho	15	12	25.0	70	90	7	7	120,000	17,000	20,000	200	30	HWI, M-S
24	23	**Watseka Big R Stores,** Watseka, Ill.	14	13	7.7	90	90	4	4	102,000	25,500		90	80	HWI
25	26	**Ayers/Delta Implement Inc.,** Leland, Miss.	13	12	8.3	100	95	2	2	60,000	30,000	2,000	55	0	
26	24	**Farmer Co-op Society,** Garner, Iowa	13	13	0.0	25	25	1	1	18,000	18,000	4,500	20	0	LMC
27	28	**Rock River Lumber & Grain Co.,** Prophetstown, Ill.	10	10	0.0	40	40	6	6	25,000	4,200	NA	50	0	HWI, RS
28	27	**Jensen & Pilegard,** Fresno, Calif.	9	11	−18.2	100	100	4	4	24,000	6,000	NA	50	13	
		Totals	1,008	964				521	528				9,792		
		Averages	*36*	*34*	*4.1*	*77.4*	*78.6*	*19*	*19*	*426,257*	*24,350*	*17,077*	*350*	*19*	

* *NHCN* estimate.
C = Cotter; HWI = Hardware Wholesalers Inc.; LMC = Lumbermen's Merchandising Corp.; M-S = Mid-States; RS = Reserve Supply; SS = ServiStar.

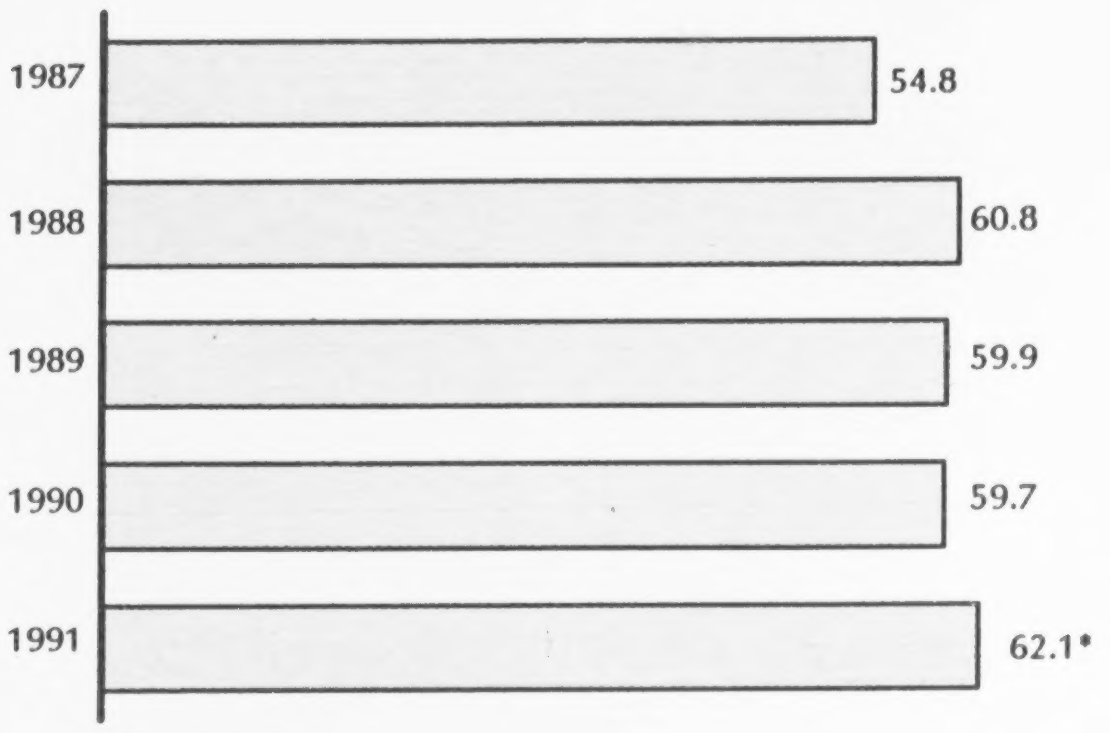
NHCN chart

Industry growth a microcosm of recession-plagued year

NHCN photo

An uncommon site. *The kind of high-volume new construction shown here was hard to find in 1991.*

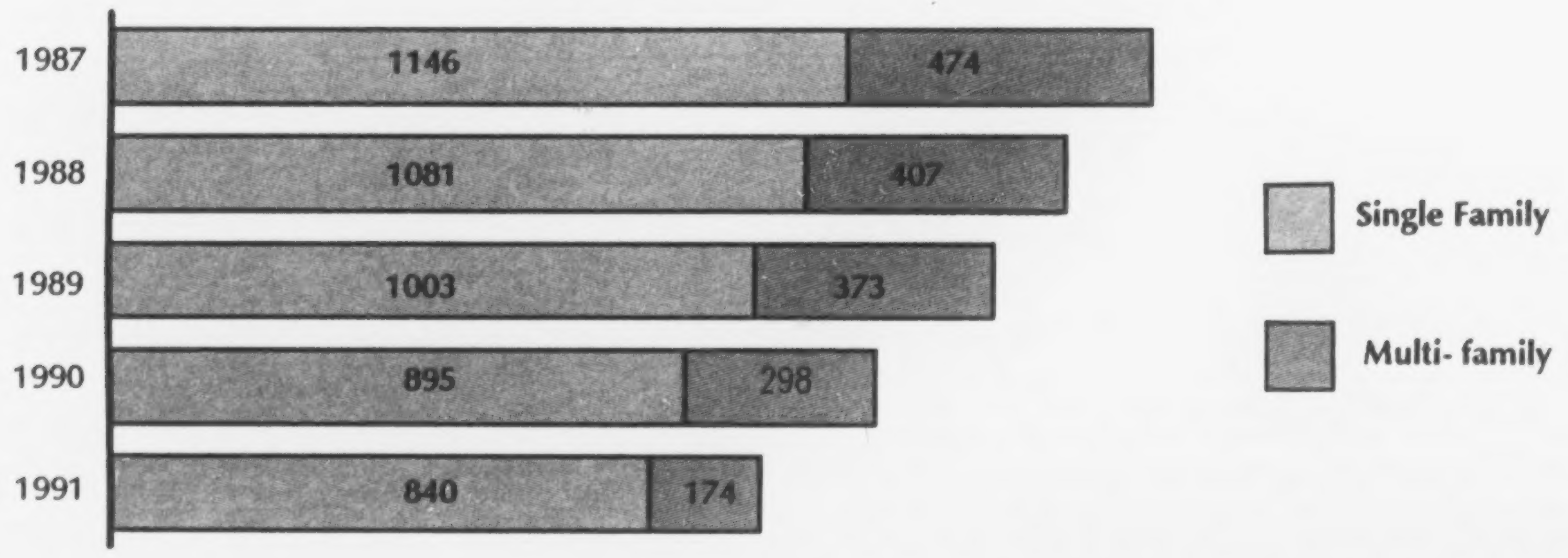
Improvements and Repairs
($ billions)



* NHCN Estimate

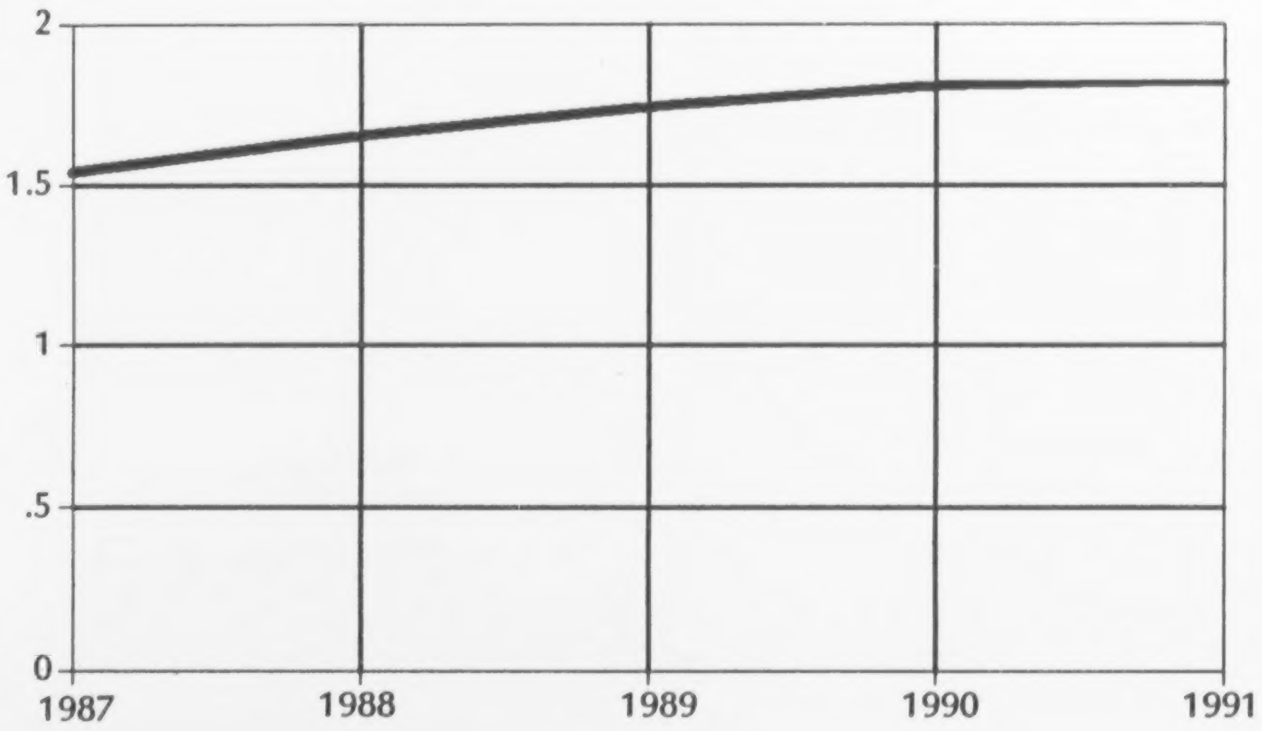
Source: U.S. Department of Commerce

Housing Starts
(in thousand units)



Source: National Association of Home Builders

Total U.S. Sales
(Unadjusted for Holidays, $ trillions)



Source: U.S. Department of Commerce

NHCN charts

***It's small wonder** that the retail home improvement industry saw tough times in 1991. Retail sales in general grew by a mere 0.7 percent, and housing starts were at their lowest level since just after World War II. Still, growth in sales of general repairs and maintenance products provided enough of a market for hardware stores, lumberyards and home centers to squeeze out some new business. Retailers should continue to target the remodel and repair market segments, because that's where any growth will be in the next couple of years.*

NATIONAL REPORT — The lackluster performance of building material and hardware retailers last year was expected, set as it was against an equally bleak backdrop of a housing market that struggled to reach a million starts and a sluggish growth rate throughout retailing in general.

Retail sales in the U.S. last year totaled $1.82 trillion, just 0.7 percent higher than in

1990. What little increase there was came from small-ticket purchases of non-durable goods, and most of those were cash buys.

Consumer confidence in 1991 took a beating. The uncertainty of what the Gulf War would do to oil prices, the protracted unraveling of the savings and loan business, and massive middle-management layoffs contributed to a cautious approach to spending habits not seen since the late 1970s.

Yet experts espouse that the recession was relatively mild. Real gross domestic product declined by 2.5 percent in 1990 and by 2.6 percent in 1991's first quarter. It actually gained during the second and third quarters, and shrank by 0.4 percent in the fourth term.

One of the biggest casualties in 1991 came from the housing industry. At a total 1.01 million starts, construction fell to its slowest pace since 1946. Multi-family construction was relatively nonexistent, and single-family starts reflected the ability of people to buy during a period of job insecurity, particularly among many middle managers who experienced layoffs.

With those economic realities in mind, it is a testament to the tenacity of the retail home improvement industry that any growth at all was registered. A quick assessment of what profit opportunities were available in this weak environment allowed some to survive, and fewer others to actually thrive.

The common conclusion among home improvement merchants in 1991 was that people were going to stay put and spend what little money they had on maintenance and repairs.

Commerce Department numbers confirm that hunch was correct: dollars spent on improvements and repairs in 1991 rose nearly ten times faster than home improvement retail sales, and five times faster than general retail sales.

Economists agree that 1992 will see a recovery, but that it will be a productivity-driven recovery, one in which companies cut costs and consumers pay down their debts. As a result, expect smaller-scale purchases of non-durable goods to be the most likely type of consumer spending.

Dollars spent on improvements and repairs in 1991 rose nearly ten times faster than home improvement retail sales.

Regionally speaking, the Midwest will lead the recovery in housing, with new construction growth up in some states by as much as 2.4 percent, according to the National Association of Home Builders (NAHB).

A recent study prepared for NAHB's May Semi-Annual Construction Forecast concluded that the West and South, where the rate of gain in the next two years is expected to hit nearly 4 percent, will follow. In the very near term, the Northeast will continue to be weak, and the Middle Atlantic states will overcome their inertia and finally show some growth in housing by 1995.

As a result, retailers should not expect to see a return to speculative building and huge disposable incomes. And home centers should continue to watch the remodeling market and focus on mining as many dollars as possible out of that segment.

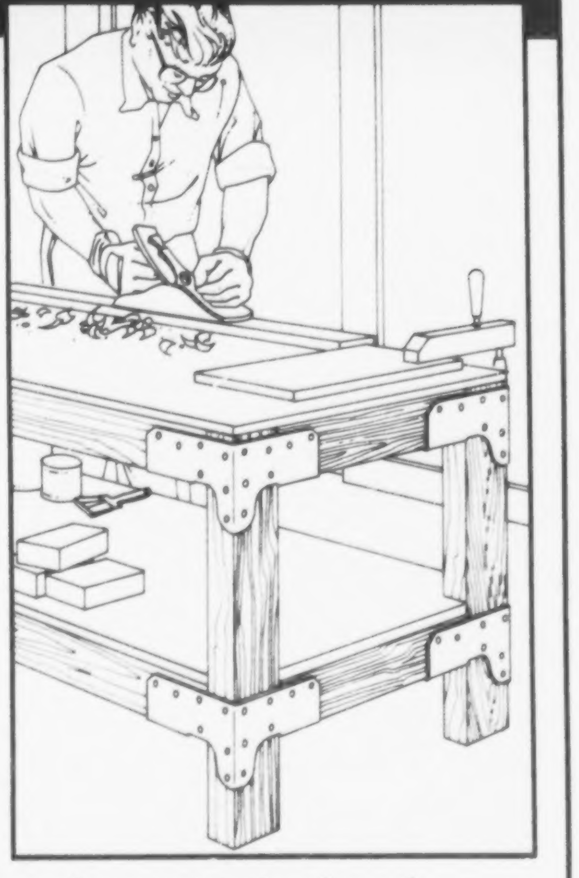
MACCO REPS DON'T LET ANYTHING FALL THROUGH THE CRACKS.

Your MACCO® rep takes care of everything. From helping you formulate a program to fit your needs, to organizing promotions, to giving you an exceptional marketing support program. All this and the strongest brand name in the business, LIQUID NAILS.® Don't let profits slip through your fingers. Call 800-634-0015.

MACCO®
THE MAKERS OF LIQUID NAILS.

© 1989, Macco Adhesives. MACCO and LIQUID NAILS are registered trademarks of The Glidden Company

Circle 039 on Reader Service Card



RIGID CORNER TIE CONNECTORS

- Make D-I-Y Projects Easier to Plan and Build
- Make All Projects Stronger and Safer
- Increase Sales of Lumber, Tools and Accessories

Rigid Corner ties work with 2x2 and 2x4 lumber. They eliminate toenailing. Used in 3-way or 4-way connections, they add strength and rigidity to all home projects.

The Rigid Corner Tie is just one of our extensive line of wood-to-wood connectors for DIY projects, all with **full in-store and consumer merchandising support**.

For complete details, contact your Simpson Strong-Tie® authorized stocking distributor or call toll-free **1/800/999/5099**.

SIMPSON Strong-Tie® CONNECTORS

SIMPSON STRONG-TIE® COMPANY, INC.
P.O. Box 1568, San Leandro, CA 94577
1425 Moonstone Street, Brea, CA 92621
1720 Couch Drive, McKinney, TX 75069
2600 International Street, Columbus, OH 43228
≠ *The World's "No-Equal" Timber Connector Company.*

Circle 038 on Reader Service Card

When We Sell More Clad Windows Than You Know Who, Here's What We'll Do.

MW has been building windows for 53 years and doing very well at it.

But, this new solid wood vinyl clad Freedom Window we started making 3 1/2 years ago, has been a real surprise to a lot of us here in the plant.

Since the first one went out the door in 1988, sales have increased even faster than our ever optimistic sales managers said they would. Some of our dealers tell us Freedom is better than that other famous brand everyone talks about. With over 150 styles and sizes, they also say it has more features. They say it's more window for the dollar.

When Freedom Windows out sell you know who, it won't change the way we do business. Which is to say, we appreciate your orders today and tomorrow, and we will always make the very best window we can.

Call us toll free if you have any ideas on how we can sell more Freedom Windows. It's free. We will never be so famous that we don't have time to take advice from a friend.

MW FREEDOM

MW Manufacturers, Inc. • P.O. Box 559 • Rocky Mount, VA 24151 • Phone: 1-800-999-8888

Circle 040 on Reader Service Card

Pacific Northwest targeted for growth

NATIONAL REPORT — Sales of hardlines and building materials are expected to rise marginally this year, and certain metropolitan areas could experience significant declines.

According to figures in the 1992 *Editor and Publisher Market Guide (E&P)*, 10 states—three of them in New England—will generate less sales in these categories this year. The other states and the District of Columbia will show at least slight home improvement sales increases, according to *E&P*, which bases its estimates on sales of all outlets that sell these products, including discounters and specialty stores.

All told, the United States is expected to produce $114 billion in hardlines and building material sales this year, a 2.5 percent increase over *E&P*'s estimates from the previous year.

California, by far the nation's largest retail home improvement market (seven of the top 50 metro areas are in the state), will continue to grow, but at a slow pace. This comes as no surprise, as several retailers throughout the state have experienced severe sales declines and contractor sales have been way down due to the virtual standstill in new home construction.

The Los Angeles and Long Beach areas, however, will continue to generate the most sales in any metro area. According to *E&P*, the metro L.A. region is projected to reach sales of about $3 billion, slightly above last year's $2.97 billion. (These data were calculated prior to the rioting in Los Angeles, whose estimated damages are approaching $1 billion, and whose rebuilding is likely to have a long-range positive impact on sales of these products).

On the other hand, the Pacific Northwest seems to be the home improvement hot spot, as sales are expected to grow in Washington and Oregon.

Although sales in Seattle are not expected to increase dramatically, they are continually inching upwards as several home improvement players are trying to grab a piece of the pie. And Portland, Ore., which did not even rank among *E&P*'s top 50 sales-generating cities last year, was ranked 48th with sales of about $493 million.

The West, in fact, has several pockets of growth. Nevada is projected to expand its sales by nearly 8 percent; Arizona by just under 4 percent. But Colorado's sales are projected to decline by 4.3 percent.

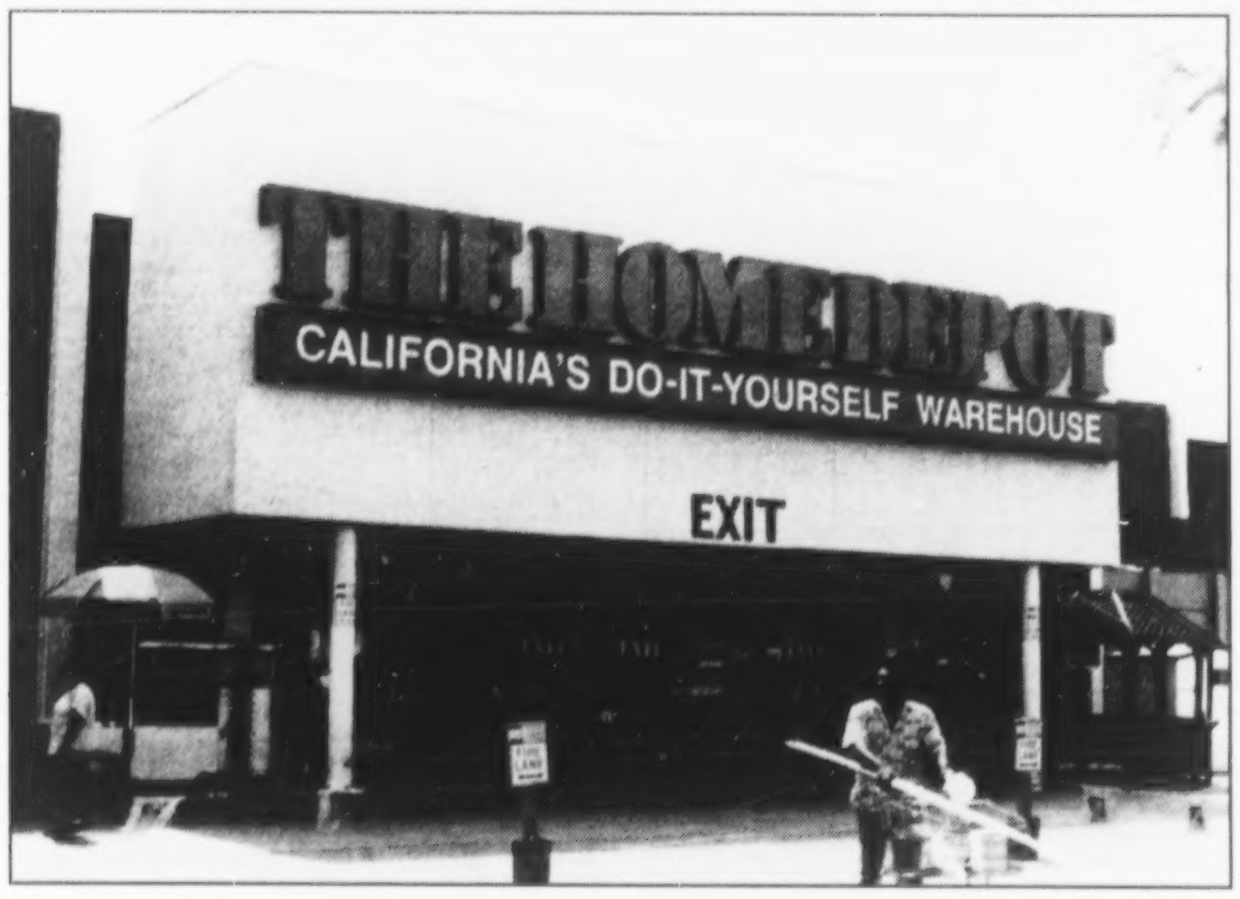
The Texas market appears to be rebounding, too, with sales expected to grow by 4 percent. Houston, Dallas, Fort

Rank 1992	Rank 1991	City (Metro Area)	1992 Bldg. Mat'l Sales vol. ($ Mil.)	1991 Bldg. Mat'l Sales vol. ($ Mil.)	Percent Change 91-92
1	1	Los Angeles/Long Beach	**3,067.9**	2,974.6	3.1
2	2	Chicago	**1,988.1**	2,052.9	– 3.2
3	4	Philadelphia	**1,823.4**	1,797.6	1.4
4	3	Atlanta	**1,783.7**	1,810.5	– 1.5
5	5	Boston/Lawrence/Salem/Lowell/Brockton	**1,766.6**	1,758.6	0.5
6	6	New York	**1,729.2**	1,681.3	2.8
7	7	Detroit	**1,692.5**	1,640.5	3.2
8	8	Houston	**1,607.8**	1,541.7	4.3
9	9	Washington D.C.	**1,541.3**	1,526.4	1.0
10	10	Nassau-Suffolk, N.Y.	**1,530.7**	1,500.6	2.0
11	11	Minneapolis/St. Paul	**1,395.3**	1,346.3	3.6
12	12	Anaheim/Santa Ana, Calif.	**1,292.9**	1,260.7	2.6
13	13	Riverside/San Bernardino, Calif	**1,240.0**	1,171.6	5.8
14	14	Dallas	**1,208.1**	1,158.4	4.3
15	18	Seattle	**1,087.1**	1,004.6	8.2
16	16	Phoenix	**1,078.1**	1,039.7	3.7
17	17	Tampa/St. Petersburg/Clearwater, Fla.	**1,031.6**	1,022.6	0.9
18	19	San Diego	**972.9**	950.1	2.4
19	20	Baltimore	**914.9**	906.2	1.0
20	15	St. Louis	**866.3**	1,102.0	–21.4
21	22	Oakland, Calif.	**851.5**	831.3	2.4
22	21	Denver	**806.6**	869.4	– 7.2
23	23	Sacramento, Calif	**768.0**	734.1	4.6
24	24	Pittsburgh	**736.6**	724.6	1.7
25	28	Kansas City, Mo.	**689.4**	666.0	3.5
26	26	Orlando, Fla.	**683.4**	677.5	0.9
27	30	San Francisco	**674.7**	638.2	5.7
28	27	Miami/Hialeah, Fla.	**673.3**	667.4	0.9
29	31	Ft. Worth/Arlington, Texas	**657.0**	629.9	4.3
30	29	San José, Calif.	**654.4**	642.2	1.9
31	32	Charlotte/Gastonia/Rock Hill, N.C.	**622.1**	611.1	1.8
32	33	Bergen-Passaic, N.J.	**608.4**	604.0	0.7
33	37	Oklahoma City	**605.8**	562.0	7.8
34	34	Indianapolis	**597.0**	592.7	0.7
35	35	Norfolk/Virginia Beach/Newport News, Va.	**596.2**	580.9	2.6
36	36	San Antonio	**589.1**	564.8	4.3
37	39	Austin, Texas	**565.0**	541.7	4.3
38	38	Cleveland	**552.5**	542.5	1.8
39	25	Newark, N.J.	**547.2**	701.6	–22.0
40	40	Cincinnati	**546.9**	533.9	2.4
41	41	Ft. Lauderdale/Hollywood/Pompano Beach, Fla.	**534.5**	529.8	0.9
42	45	Milwaukee	**527.7**	497.1	6.2
43	47	Salt Lake City	**525.2**	495.0	6.1
44	48	New Orleans	**518.9**	482.1	7.6
45	43	Monmouth-Ocean, N.J.	**513.1**	509.4	0.7
46	46	Columbus, Ohio	**504.9**	495.7	1.9
47	42	Hartford/New Britain/Middletown/Bristol, Conn.	**498.5**	514.4	– 3.1
48	50	Portland, Ore.	**493.2**	449.9	9.6
49	44	Bridgeport/Stamford/Norwalk/Danbury, Conn.	**476.2**	499.9	– 4.7
50	49	Middlesex/Somerset/Hunterdon, N.J.	**464.8**	461.4	0.7
		Totals and *Averages*	**47,700.4**	47,097.4	*1.4*

Source: *Editor & Publisher* *NHCN* chart

Rank 1992	Rank 1991	State	1992	1991	1990	1989	1988	% Change 91-92	5-Year % Change
1	1	California	**12,791,010**	12,342,949	12,273,079	12,271,232	10,791,437	3.63	19
2	2	Texas	**8,386,107**	8,050,383	8,899,930	8,675,053	8,186,329	4.17	2
3	3	Florida	**6,869,846**	6,811,835	6,509,356	6,345,591	5,650,467	0.85	22
4	4	New York	**6,166,378**	6,005,202	5,680,246	5,449,515	5,035,120	2.68	22
5	5	Pennsylvania	**4,757,568**	4,677,851	5,389,077	4,197,617	3,764,572	1.70	26
6	6	Illinois	**4,578,053**	4,503,588	4,312,903	4,143,961	3,840,915	1.65	19
7	7	Michigan	**4,152,560**	4,018,534	3,864,746	3,685,578	3,228,616	3.34	29
8	8	Ohio	**3,966,101**	3,895,831	3,698,337	3,591,415	3,304,288	1.80	20
9	9	North Carolina	**3,778,170**	3,719,948	3,606,701	3,443,849	3,008,706	1.57	26
10	10	Georgia	**3,395,495**	3,469,853	3,242,769	3,123,212	2,687,019	– 2.14	26
11	11	New Jersey	**3,257,718**	3,234,204	3,174,269	3,095,050	2,666,903	0.73	22
12	12	Massachusetts	**2,866,985**	2,852,879	2,763,410	2,627,893	2,367,428	0.49	21
13	13	Virginia	**2,746,903**	2,673,211	2,499,484	2,443,539	2,171,252	2.76	27
14	14	Minnesota	**2,736,943**	2,647,377	2,738,568	2,585,643	2,359,060	3.38	16
15	16	Washington	**2,603,282**	2,403,757	2,369,929	2,310,926	2,037,892	8.30	28
16	15	Indiana	**2,523,631**	2,505,153	2,362,529	2,295,205	2,160,810	0.74	17
17	17	Missouri	**2,442,386**	2,373,901	2,216,729	2,300,571	2,074,472	2.88	18
18	18	Wisconsin	**2,352,985**	2,210,276	2,153,888	2,112,457	1,912,585	6.46	23
19	19	Louisiana	**2,146,574**	1,995,051	2,112,681	2,045,389	2,062,052	7.59	4
20	20	Tennessee	**1,988,841**	1,964,158	1,909,074	1,865,293	1,674,766	1.26	19
21	21	Maryland	**1,939,243**	1,916,768	1,699,499	1,747,803	1,514,491	1.17	28
22	26	South Carolina	**1,832,488**	1,628,258	1,646,669	1,567,535	1,427,049	12.54	28
23	22	Colorado	**1,817,519**	1,899,019	2,048,875	2,017,001	1,888,142	– 4.29	– 4
24	23	Arizona	**1,752,414**	1,690,418	1,745,963	1,719,860	1,491,799	3.67	17
25	24	Alabama	**1,699,957**	1,658,747	1,593,940	1,560,034	1,393,934	2.48	22
26	25	Connecticut	**1,597,046**	1,655,460	1,536,052	1,457,802	1,322,763	– 3.53	21
27	27	Kentucky	**1,576,665**	1,504,305	1,500,670	1,423,549	1,330,516	4.81	19
28	28	Oklahoma	**1,550,558**	1,477,301	1,581,999	1,528,272	1,504,480	4.96	3
29	29	Iowa	**1,533,165**	1,461,027	1,559,114	1,504,156	1,440,189	4.94	6
30	30	Kansas	**1,301,132**	1,209,305	1,247,333	1,218,105	1,167,170	7.59	11
31	31	Oregon	**1,297,352**	1,205,209	1,193,102	1,142,276	1,019,000	7.65	27
32	32	Arkansas	**1,032,236**	1,019,384	1,043,675	1,002,414	902,357	1.26	14
33	34	Mississippi	**968,545**	937,838	977,944	929,210	854,168	3.27	13
34	33	New Hampshire	**968,540**	1,011,339	931,023	882,097	744,458	– 4.23	30
35	36	Nebraska	**863,784**	833,776	911,132	866,559	827,001	3.60	4
36	35	West Virginia	**834,884**	837,867	807,488	766,330	763,813	– 0.36	9
37	37	Maine	**812,032**	788,835	715,009	678,921	600,681	2.94	35
38	38	Utah	**795,507**	749,442	802,164	784,096	735,398	6.15	8
39	39	New Mexico	**755,668**	738,503	837,488	834,326	770,792	2.32	– 2
40	41	Nevada	**620,155**	575,083	632,675	603,188	546,948	7.84	13
41	40	Alaska	**591,424**	598,301	662,659	651,579	638,160	– 1.15	– 7
42	43	Montana	**474,206**	456,870	508,614	499,904	482,538	3.79	– 2
43	42	Idaho	**449,736**	484,331	531,606	504,145	471,813	– 7.14	– 5
44	44	Vermont	**430,424**	436,484	422,412	405,748	346,453	– 1.39	24
45	45	Rhode Island	**419,054**	413,704	385,925	365,261	332,005	1.29	26
46	46	North Dakota	**415,421**	408,176	430,608	407,573	423,181	1.77	– 2
47	47	South Dakota	**413,398**	393,519	413,961	392,159	368,370	5.05	12
48	49	Hawaii	**388,391**	370,324	337,905	321,736	288,159	4.88	35
49	48	Delaware	**330,881**	377,775	269,248	338,437	308,184	–12.41	7
50	50	Wyoming	**274,616**	279,490	339,623	323,825	324,820	– 1.74	–15
		Totals and *Averages*:	**114,243,977**	**111,372,799**	**111,092,080**	**107,052,890**	**97,213,521**	*2.58*	*18*

Source: *Editor and Publisher* *NHCN* chart



Worth/Arlington, San Antonio and Austin are projected to produce 55 percent of the states' sales in these categories this year.

Sales in the Midwest will increase slightly, according to the *E&P* estimates. Yet even though several companies recently moved closer to metro Chicago—for example, HomeBase, Menard's and Seigle's—sales in the nation's second largest home improvement market are expected to decline. Similarly, projected sales in St. Louis, which has been experiencing a tough time economically in the last year, are expected to decrease by 21 percent, according to *E&P*.

Three New England states—Connecticut, New Hampshire and Vermont—will also experience a sales decline. However, the other New England states will actually see an increase in sales this year, according to *E&P*'s projections.

The Boston-area market, where business in general has been difficult, is projected to gain by about 1 percent. This is a very hard market to make predictions about though, because, on one hand, so many small lumberyards have gone out of business in recent years while, on the other hand, Home Depot, Grossman's, HomeQuarters Warehouse and Somerville Lumber have all expanded.

In the New England market, these four companies alone could generate as much as $1.5 billion in sales this year, according to *NHCN* estimates.

You've got it made
HANDY ANDY
Home Improvement Center

Home Depot (above) *and Handy Andy were the leading retailers in their respective markets of Los Angeles and Chicago, which are projected to grow at the fastest rates.*

INCREASE YOUR SALES OF TOOLS, LUMBER, HARDWARE, AND GARDEN-RELATED MATERIALS

Over 7000 Sold Retail Already!

This 1/3 page ad (shown reduced here) is appearing in the following national magazines starting in May and June:

- NATIONAL GARDENING
- MOTHER EARTH NEWS
- ENVIRONMENTAL
- NEW FARM (Rodale Press)
- HERB COMPANION
- BUSINESS OF HERBS
- BUZZWORM
- HOBBY GREENHOUSE
- FLORIST REVIEW
- BACKWOODS HOME

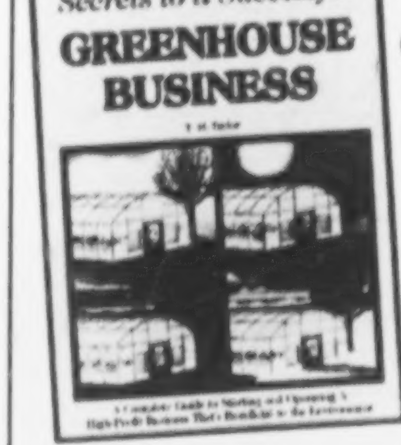
SIMILAR ADS STARTED IN MARCH & APRIL

CALL
• 800 •
927-3084
FOR DISCOUNTS
GREENEARTH
PUBLISHING CO.
100% REFUND ON ALL RETURNS

Increase in plant sales tied to economy

Retail expenditures for greenhouse and nursery crops up $2 billion to $40 billion in 1991 over 1990.

PROFIT UP TO $20,000 PER GREENHOUSE IN 3 MONTHS!



SECRETS TO A SUCCESSFUL
Greenhouse Business!

Everything you need to know to cash in on one of the high-profit business opportunities of the 90's and meet the ecological needs of today's world.

This 11-section guide was written by T.M. Taylor, one of the nation's large growers, to inspire and explain step by step how anyone can profit from a wholesale or retail greenhouse business. It is possible to achieve profits to $20,000 per 30' x 96' greenhouse in 90 days growing foliage plants, herbs, holiday flowers or vegetables hydroponically and with soil.

ONE OF MANY REVIEWS . . . *Secrets To A Successful Greenhouse Business* by T.M. Taylor should be required reading and study by anyone starting in the Greenhouse Business. This book will also be a valuable reference to established greenhouse operators.

Dr. Woodrow W. Simmons
B.S., M.S. in Agriculture, Lousiana State U.
PhD, University of Minnesota
Professor Emeritus of Agriculture,
Southeastern Lousiana University

FREE! SOLAR GREENHOUSE PLANS! IN BOOK

70° INSIDE—30° OUTSIDE WITHOUT HEATERS

BUILD FOR $200 PER 30' X 12' SECTION

$ A complete guide on how to start and operate a high-profit business that benefits the environment. Well-organized—a truly readable and comprehensive book that presents valuable up-to-date information on: $

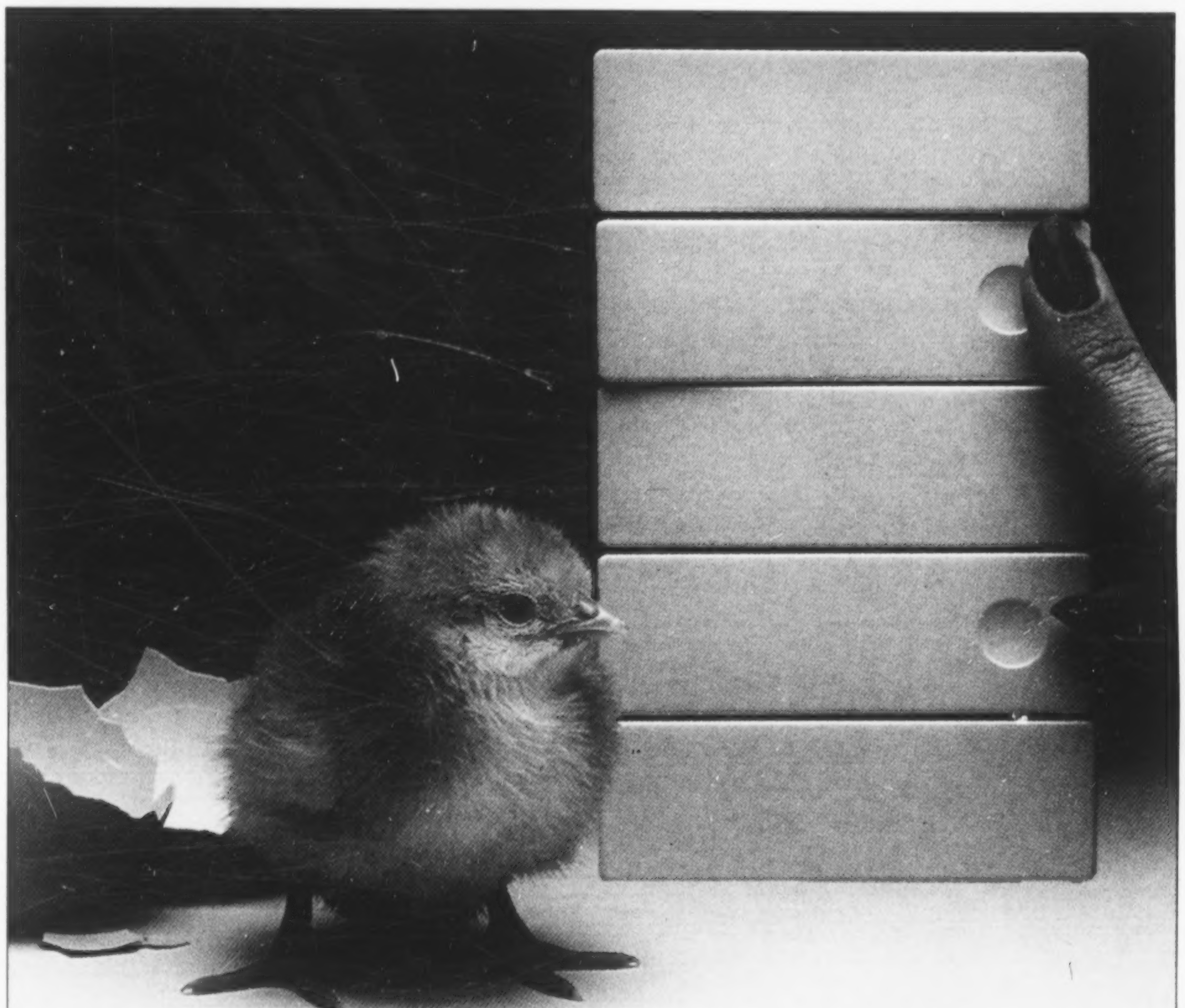
- Who to sell to — 1992 Nationwide Plant Buyers List
- Which plants sell best, when and how to grow them
- Selling to largest national chains and local markets
- Growing herbs and vegetables organically, controlling insects with safe products, and beneficial insects
- Growing annuals, ferns, foliage plants, holiday flowers, and tropical fruits in high demand!
- Growing vine-ripe winter tomatoes, make $25 per plant (25 avg.) and grow 900 plants per 30' x 96' greenhouse with soil or hydroponically.
- Using starter plants for fast profits and suppliers
- Plans for building a simple 30' x 96' solar greenhouse with double poly roof
- Wholesale plant price guide and directory of the best grower supplies and much more . . .

• *Available at Hardware, Home Centers, and Lawn & Garden Stores* •

100% money back guarantee. No time limit! Full of tips, ideas and resources, it will be a constant reference for every plant grower. This is a book you will use again and again. *Secrets To A Successful Greenhouse Business* has 135 jam-packed pages, generously illustrated and produced on recycled paper with bibliography, directory and index. 8 1/2" x 11" Softbound
ISBN #0-9628678-0-2 Baker & Taylor and Quality Books Distributors

SEND $19.95 + $3. S&H TO:
GREENEARTH
PUBLISHING CO
P.O. Box 500544 - Dept. HC-2
Malabar, FL 32950

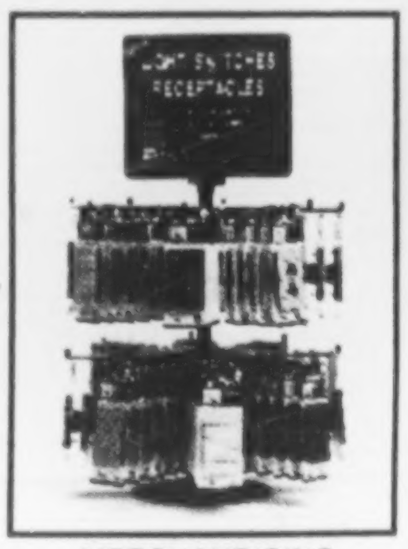
Circle 042 on Reader Service Card



A new generation just hatched.
Light switches and receptacles.

These elegant Piano™ and Grand Piano™ wiring devices complement any traditional or contemporary interior. *Check these features:*

- Fits any standard outlet box.
- Up to four functions in one box.
- Switches are either 1-way or 3-way.
- Single, double & triple switches, duplex receptacles, combinations, TV, phone, dimmer - GFI adapter plate.
- Lifetime warranty.
- U.L. and C.S.A. listed - made in U.S.A
- Interchangeable color keys (15 colors) cover all screws.



MERCHANDISING PROGRAMS

Write for a brochure.
U.S. SWITCH.
IN TOUCH WITH TOMORROW...
7038 S.W. 47 St.
Miami, FL 33155 • (305) 661-2889
Fax: 305-661-2962

Circle 041 on Reader Service Card

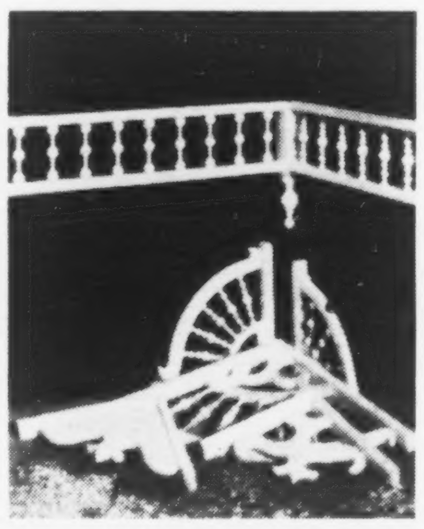
Alphabetical Listing of the Industry Top 500

(Continued from page 92)

Company, Rank & President		
Strait & Lamp Lumber Co.	284	W.C. Strait Jr.
Stripling Blake Lumber	116	Alec Beck
Strober Organization	46	Robert Gaites
Sunrise Build 'N Grow	76	Robert Pacos
Supply One Inc.	149	Jay Steiner
Sutersville Lumber	368	Jay Miller
Sutherland Lumber	10	Herman Sutherland
S.S. Smith Lumber Co.	491	Sam Greer
TAPJAC Co.	166	William Putnam Jr.
Tart Lumber Co.	480	Lynwood Tart
Taylor Brothers	493	Robert B. Taylor Sr.
Terminal Builders Marts	477	Fred Griffith
Terry Cos.	37	Tom Mullin
The Andersons	34	Richard Anderson
The Big Four Lumber Co.	459	Simon Caplan
The Corning Building Co.	435	J.A. Smith Sr.
The Dunn Corp.	278	Sam Dunn
Theut Products Inc.	252	Edwin Theut
Thomas W. Perry	315	Thomas Perry III
Thompson Building Materials	54	Kenneth Thompson
Thompson Enterprises	114	Scott Thompson
Thurman Industries	163	Ken Thurman
Tindell's Inc.	420	Carl Tindell
Topeka Lumber Inc.	353	William Schmidt
Triangle Building Supply Inc.	288	Joseph Riddle
Tri-County Building Center	475	Frank Taylor
Tri-County Supply Inc.	286	Stephen A. Gross
Truitt & White Lumber	231	Robert White
Tualatin Valley Builders Supply	124	Michael Hillier
Tulnoy Lumber Inc.	307	Herbert Tulchin
Tum-A-Lum Lumber Co.	463	Jim Crawford
Tynan Lumber	489	Dirk Etienne
T.H. Rogers Lumber	176	John M. Kennedy
U.L. Harman Inc.	447	Jason Harman
Valu Home Centers	47	James Arena
Volco Inc.	404	Victor Camozzi
Walker Builders Inc.	401	C.D. Walker
Wallich Lumber	494	Markham Heid
Walter & Jackson Inc.	228	R.B. Walter II
Weisman Lumber Co.	467	Leonard Weisman
West Building Materials	30	Charles West
West Elizabeth Lumber Co.	308	Dale Shaurette
West End Lumber Co.	110	L.D. Burns
Western Home Center	117	Edwin Friesz
Western Lumber	386	Newell LaVoy
Westlake Hardware	38	Howard Elsberry
Westside Building Materials	151	Richard Peckham
Whelan's	295	Ward Whelan
Whipple Brothers Inc.	313	Debra Whipple
White Aluminum Products	241	Richard Gerber
Wickes Lumber	11	J. Steven Wilson
Wille Brothers Co.	389	Roy Wille
William M. Young	168	Thomas Shea
Williams Brothers	106	Sanford Calhoun
Williams Lumber & Home Center	150	Don S. Williams
Wilson Brothers	271	Wayne J. Story
Wilson Lumber Co.	214	Ken Wilson
Wimsatt Building Materials Co.	322	Robert Hoffman
Wolf Organization	48	William Zimmerman
Wolohan Lumber	25	James Wolohan
Woodhaven Lumber & Millwork	125	Richard Robinson
W.T. Harvey Lumber Co.	269	Wilfred Gross
Yaeger & Kirk	189	D.S. Yaeger
Yakle Lumber Yard Co.	390	John L. Stolze
Yardbirds of California	59	John Headley
Your Building Centers	187	Phil Skarada
Zarsky Lumber Co.	256	Dan Coleman
Ziegler Building Centers	157	Vern Ziegler

Kok's Woodgoods, Inc.
"Your One Source Specialty Millwork Supplier!"

SERVICES OFFERED:
- Shrink-Wrapping
- UPC Coding
- 100% Satisfaction Guaranteed
- All product ready for finishing
- Merchandizers



PRODUCTS OFFERED:
- Victorian Millwork
- Cabinet Doors
- Mantles
- Stair Parts
- Accent Railings
- Shelf Brackets
- Craft/Specialty Parts

Call for a complete catalog
1-800-477-0228 • FAX (616) 669-8773
Kok's Woodgoods, Inc.
P.O. Box 304 •Hudsonville, MI 49426

Circle 044 on Reader Service Card

GONE BUT NOT FORGOTTEN

THE OFFICERS, STAFF
AND ALL EMPLOYEES OF
HABITAT INTERNATIONAL, INC.

SHARE THEIR LOVING MEMORIES
OF THEIR FRIEND
AND FELLOW EMPLOYEE

CHARLES HANHAUSER
JUNE 10, 1926 . . . . MAY 3, 1992

CONTRIBUTIONS MAY BE MADE
TO THE CANCER SOCIETY

Circle 043 on Reader Service Card

GIVE YOUR STORE THE SMART
SLATWALL LOOK OF THE '90S!
INCREASE SALES ... CUT COSTS

CSM Inc.
Creative Services
& Manufacturing

WRITE FOR THE FULL DETAILS on Slatwall Conversion Panels, or phone

MAIL TO: Creative Services & Manufacturing

☐ Send me full details on new CSM Half-inch Conversion Slatwall
☐ Send information on CSM custom displays
☐ Have CSM representative call

NAME ____
TITLE ____ PHONE ____
ADDRESS ____
CITY ____ STATE ____ ZIP ____

Circle 045 on Reader Service Card

Chains lend a helping hand to riot victims

(Continued from page 117)

Independent Lumber in Hawthorne watched as the mall across the street was looted.

"It was a scary situation. About 400 people were throwing rocks and bottles," said manager Rich Giles.

Giles was about to shut down when the police called and asked him to stay open. When the violence quelled, the mall security service escorted a forklift driver through the mall to deliver plywood to the shop owners.

Builders Emporium, The Home Depot and HomeBase also remained open during the crisis to sell plywood and other materials to local merchants, who needed the materials to board up broken windows. HomeBase initially decided to close its Inglewood and Gardena units on the Friday after the not-guilty verdict was handed down. But city officials and local merchants requested that the stores stay open, according to a HomeBase spokesperson.

Rising from the ashes

In the aftermath of the rioting, companies continue to donate materials and offer discounts to the community.

Even Standard Brands, which closed its Long Beach store for two days after looters stole computer equipment and vandalized its interior, donated cleaning supplies to the First African Methodist Episcopal Church (AME). This church has one of the city's largest black congregations.

And on the Tuesday following the violence, Standard Brands took out a full-page advertisement in the *Los Angeles Times* stating that the company will provide local businesses with special discounts for cleanup and repairs.

Builders Discount and Independent Lumber are also offering local businesses discounts on supplies. And Terry Lumber donated a truck and trailer load of plywood and lumber to various charity groups.

Chains like Home Depot, Builders Emporium, HomeBase and Los Alamitos-based Barr Lumber continue to pitch in wherever they can. These companies have already donated a multitude of supplies to the relief efforts.

HomeBase is now accepting American Red Cross disimbursement vouchers from riot victims who purchase construction materials and building supplies.

Home Depot has organized drop-off points at all its 29 Los Angeles-area warehouses. These stores are collecting clothing, food and household items for the First AME Church and the City of Hope, said Suzanne Apple, Home Depot's community affairs director.

The drop-off points are conveniently located for many surburban Los Angelenos, who may find it difficult to drive into the city to donate clothes and food.

Apple said the company has also written to Peter Ueberroth to see how Home Depot can provide further assistance. Ueberroth, who engineered the profitable 1984 Los Angeles Olympics, is now head of the Rebuild L.A. task force.

Bringing the city together

Industry leaders say that rebuilding L.A. cannot be done with lumber and paint alone.

Niko Taborga, the executive assistant at HomeAid, said the organization is hoping to help weave the divided community into one.

HomeAid, the non-profit subsidiary of the Builders Industry Association (BIA) that Home Depot sponsors, solicits donations of building materials for building contractors. The contractors in turn construct low-income housing units and transitional housing shelters.

Taborga said the organization expects the donations to pour in. HomeAid hopes to offer a cash prize to reward businesses for extraordinary community involvement.

Staying involved with the community is the key to bringing the city together, said Greenberg of Greenberg Hardware.

Neighbors guarded this store and painted "colored-owned" on the building to protect the white man's store during the Watts riots in 1965. But this time around, the violence got out of hand, he explained.

Nonetheless, Greenberg envisions a bigger and better store to serve the community. "I anticipate a brand new store with new fixtures and signage. I'm enthused at this point."

Molson fuels Aikenhead's growth with new stock to investors

TORONTO — The expansion of Aikenhead's Home Improvement Warehouse will be funded by a new issue of stock that is being offered by its parent, Molson Cos.

On May 14 Molson filed with regulatory authorities to offer 3.75 million shares of Class A non-voting stock at $33.50 (Canadian) per share. This offering proceeded an underwriting agreement between Molson and a group of Canadian investment dealers.

The group is comprised of brokerage houses RBC Dominion, Gordon Capital Corp., Nesbitt Thomson, Burns Fry Ltd., Richardson Greenshields of Canada Ltd., Scotia-McLeod Inc., Wood Gundy Inc., Levesque Beaubien Geoffrion Inc. and Trilon Securities.

Molson projects net proceeds from this offering to range between $96 million and $120 million (Canadian).

After refinancing its outstanding commercial debt, Molson intends to use the rest of the proceeds to fund the expansion of Aikenhead's, which opened its first store in April and has two more opening later this year. Plans call for having 10 units opened by 1995, and going nationwide by 2000.

The first Aikenhead's, located in the Toronto suburb of Scarborough, has been attracting huge crowds and reportedly has been generating big sales. For example, Skil Corp. sold an estimated $200,000 worth of its 7¼-inch circular saws in the first six weeks the store was open, according to Mike Clancy, a vice president

Home Depot seeks bylaw change to raise outstanding stock ceiling

ATLANTA — Home Depot will ask its shareholders to approve a proposal that would increase the number of authorized shares of common stock to 1 billion from its current 250 million share limit.

In its proxy statement to shareholders, who will meet on May 27 here, Home Depot reported that it had issued 211,112,313 shares of stock through its most recent fiscal year, which ended Feb. 2.

Company spokesperson Lonnie Fogel explained that with that many shares already on the market, the chain doesn't have enough "head room" to consider future stock splits to get the price of its shares down to more affordable levels.

There has been considerable speculation that Home Depot would split its stock soon after its shareholders meeting. Fogel insisted that the proposal should not be read as a sign that a split was imminent. However, he did note that the company's board of directors will meet soon after the shareholders meeting. And if this proposal is approved "the board can be expected to discuss a stock split."

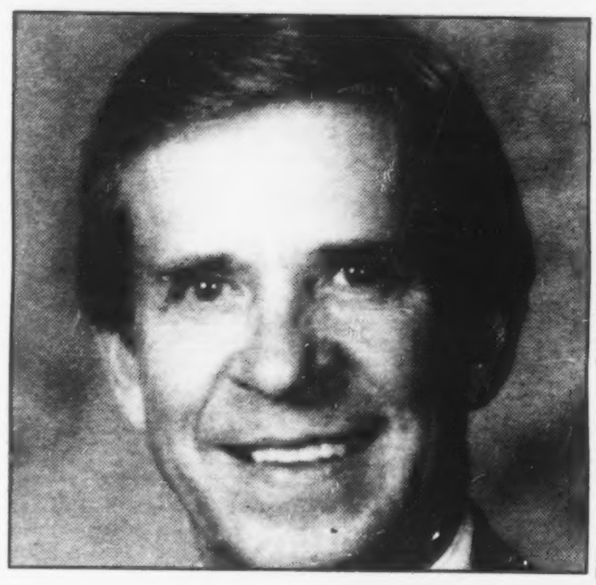
Fogel also noted that this "little bit of housekeeping" was not connected to the chain's expansion plans, for which he said Home Depot had enough money to fund its growth to 525 stores by the end of 1996.

The proxy statement also provided information about how much stock is controlled within the company. Thirty-two company officials and 10 board members own 21.2 million shares, or about 10 percent of the total outstanding.

Bernard Marcus, Home Depot's chairman and ceo, owns around 8.4 million shares, and his wife controls another 95,680 shares as trustee for their children.

Sununu to give keynote speech at Hardware Show

John H. Sununu



Larry P. Kunz

Photos courtesy of AHMA

CHICAGO — Former White House chief of staff John Sununu will be the keynote speaker at the National Hardware Show this August.

Sununu, the former Governor of New Hampshire, ran the day-to-day operations of the White House from January 1989 until his resignation last year. Currently, Sununu duels with Michael Kinsley as the co-host of Cable News Network's "Crossfire."

Sununu will speak at 8 a.m. on Aug. 17 on the topic of "Politics 1992: Behind the Scenes," and particularly the changing domestic agenda in America.

The first day of the show will also feature an educational program held in conjunction with the National Building Products Exposition and Conference that's being held at the Hyatt Regency Hotel Aug. 14 to 17. Seven hour-long sessions will be conducted over the four-day show, headlined by keynote speaker Larry Kunz, the president of Payless Cashways in Kansas City, Mo.

Correction

NHCN's annual ranking of building materials distributors, published May 11, contained only partial information about Hager Group Cos. in Grand Rapids, Mich.

Ted Buzalski, the company's secretary/treasurer, reports that Hager Group—which includes Hager Distribution, Grand Rapids Sash and Door and Hager Lumber—last year operated 17 distribution centers. It got about 50 percent of its $160 million in sales from the sale of millwork, beams and other building products such as roofing and insulation.

The company has a total of 70 inside and 50 outside salespeople, and has 43 company-owned trucks.

Enterprising Lebovitz takes 'risk' in Chicago

Former wholesaler president markets paint to inner city

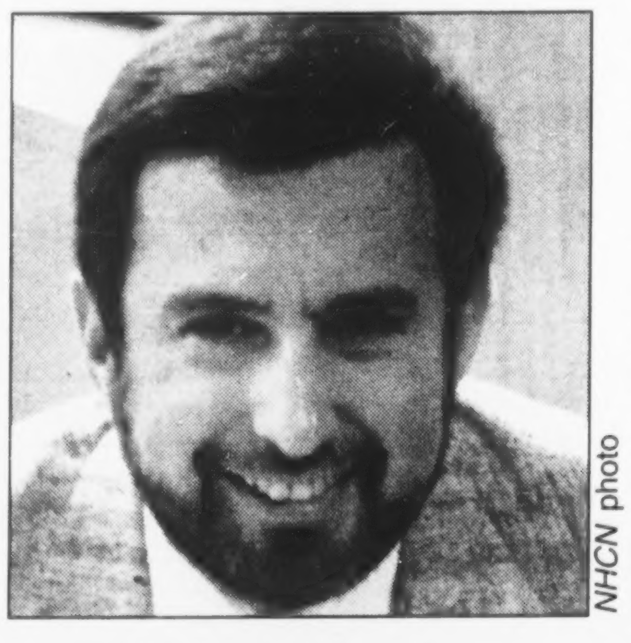
CHICAGO — Niche marketing has its thrills.

Robert Lebovitz offered to show off the blood stains on the front of his car recently as evidence.

Lebovitz, former president of the Chicago hardlines wholesaler bearing his name, is now making the rounds of Chicago hardware stores, marketing his new line of Diamond-Brite paint designed for inner-city consumers.

Targeted to meet the price requirements and tastes of Hispanic and Afro-American consumers, Lebovitz' line debuted in May. The paint—contained in bright, Spanish- and English-language packaging—is now on the shelves of 22 hardware and home center stores in the inner city. In the first two weeks, Lebovitz delivered 7,000 gallons to the stores.

The paint, made in St. Louis, is shipped to a public warehouse in Chicago. The warehouse operator is responsible for picking the orders and making the deliveries, six days a week, to the stores.


NHCN photo

Robert Lebovitz

It gets hairy visiting some of these retailers. While entering one hardware store on the southwest side of the city in the first week in May, gang violence erupted. A bleeding gang member fell against Lebovitz' car. He dashed inside the store, made the sale and, when he returned to his car, the confrontation was over.

Lebovitz chose the "turf" where he sells the paint based on market research he conducted with inner-city and Spanish-speaking retailers during the last six months.

"Most upscale people buying paint are concerned with color and price as well as how well it will hide and hold up to washing," said the 40-year-old Lebovitz. "My customers are concerned with the hiding but not [concerned] with the washing."

He pointed out that the targeted groups prefer to buy paint in colors off the shelf and do not use large color selection displays to make custom colors. His paint colors are vibrant and simple.

In addition to white and gray, there are shades of lemon, lime ice, peach and pink among the total of 53 stock-keeping units of interior, exterior, primer and porch paint.

He even has a color called Aqua Mist, which, he said, larger paint companies dropped years ago but is still in demand in the inner city.

"My paint is just a pinch of the market. It's not my goal to be a giant," he said.

Stores carrying the line range from 1,800 to 5,000 square feet.

Newly opened HomeBase boosts space, selection and services

SAN BERNARDINO, Calif. — HomeBase recently celebrated the grand reopening of its 150,400-square-foot warehouse here.

Expanded by 50,400 square feet, this unit now features a 36,000-square-foot drive-through lumberyard, new product lines and a broader selection of materials for the building professional.

HomeBase's new 14,400-square-foot nursery, more than triples the size of the old one, caters to both the weekend gardener and "green thumb" with a wide array of plants, soil materials, tools and landscaping supplies.

The 4,600-square-foot light cloud, twice as large as its predecessor, features more than 300 illuminated light fixtures and lamps.

To help customers visualize their home decorating and remodeling projects, the new and improved unit offers stylish kitchen and bath displays, as well as a two-story millwork wall. The wall shows a wide range of door and window styles available through special order.

Company Index

Ace Hardware....117
Aco Hardware....102
Aikenhead's....118
Al Meier's Building Centers....30
Alvarado Paint & Hardware....1,117
Ames Department Stores....28
Andy's True Value....117
Barr Lumber....96,118
BMC West....7
B&Q....10
Builders Discount....118
Builders Emporium....20,29,96,118
Builders Express....20
Builders Square....1,6,18,22,30,100,112
Busy Beaver....18
Carolina Builders....99
Carter Hardware....102
Catalina Lighting....7
Central Hardware....18,112
Chandler Lumber....18
Channel....4,10,18,20
Cotter & Co.....4,117,117
Dixie Lumber....96,112
DIY Warehouse....1,34
Eagle Hardware & Garden....20,34
84 Lumber....26,100
Erb Lumber....34
Ernst Home & Nursery....18
Farm and Home Supply....107
Fish Building Centers....30
Fox Home Centers....20
Foxworth-Galbraith....18,99,112
Fred Meyer....107
Gamma....10
Gee Lumber....18
Georgia-Pacific....4
Gerrity Lumber....18,96
GIB Group....96
Glidden....106
Globus....10
Grand Rapids Sash and Door....118
Great Plains Supply....20,99
Greenberg Hardware....1,117,118
Grossman's....26,28,34,96,111
Hager Distribution....118
Hager Group Cos.....118
Hager Lumber....118
Hancock Lumber....96
Handy Andy Home Improvement
  Centers....1,6,30,96,112
Harcros Lumber & Building Supplies....34
Hardware Wholesalers Inc.....7,102,117
Hechinger....6,22,26,96,100,112
Central Hardware....6
Home Depot....4,10,18,20,22,30,34,99,100, 110,111,112,118
Home Quarters
  Warehouse....20,26,100,111,112
HomeBase....7,10,18,26,111,112,118,120
Hornbach....10
Independent Lumber....118
Jaeger Lumber....20
James Lumber....18
John E. Quarles....7
K mart....22,34
Kerry Kennedy....112
Lampert Lumber....18,30
Lanoga....30
Leeds Building Centers....28
L.G. Cook....34
Lowe's....4,6,20,22,26,30,112
Lumbermen's Merchandising Corp.....107
McCoy's Building Supply Centers....18,112
McGuckin Hardware....102
McLendon Hardware....102
Menard....18,26,96,111
Mentor Lumber....1
Mid-States Distributing....107
Moore's Lumber & Building Supplies....34
Morris Black & Sons....102
Mr. Goodbuys....18
NHD Stores....4
Olshan Lumber....7
Orchard Supply Hardware....96,102
Pay 'N Pak....18,30,34,96,112
Payless Cashways....6,7,20,22,118
Pelican Cos.....7
Pendleton Grain Growers....107
Pergament....4,20,34
Peterson Hardware....117
P-K Lumber....34
Porter Paints....106
Rickel....10,20,34,96
Ridout Lumber....99
Riemeier Lumber....20
Robertson Cos.....18
Scotty's....29,96
ServiStar....107
Sherwin-Williams....106,117
Shubsda Distributing....117
Skil Corp.....118
Sinclair Paint Co.....117
Somerville Lumber....111,112
Spenard Builders Supply....30
Standard Brands....7,106,117,118
Star Lumber....20
Sunshine Ace Hardware....103
Sutherland Lumber....28
Terry Cos.....96
Terry Lumber....117
Texas Homecare....10
Tilden Hardware and Paint Co.....117
TSC Industries....107
United Building Centers....30
Vista Paint Corp.....106
Wal-Mart....22
W.E. Aubuchon....102
West End Lumber....18
Westlake Hardware....20
Wickes Lumber....28
Witte Hardware....112
Wolohan Lumber....18
Woodbury's....34

For a complete list of companies that made the Retail Scoreboard, see pages 37-46 and 77-76.

For a survey of international leaders see World Powers of Home Improvement Retailing,beginning on page 49.

Authorization to photocopy items for internal or personal use, or the internal or personal use of specific clients, is granted by *National Home Center News* provided that the base fee of $.25 per copy is paid directly to Copyright Clearance Center (CCC), 27 Congress Street, Salem, MA 01970; telephone 508-744-3350. For those organizations that have been granted a photocopy license by CCC, a separate system of payment has been arranged. The fee code for users of the Transactional Reporting Service is **0192-6672/91/$.25 PER ARTICLE.**

Advertisers Index

For further information on products advertised in this issue, fax or mail the free Reader Service Cards provided in retailer and wholesaler subscriber copies, located between pages 116/117. Refer to the page numbers, and **reader service numbers** listed below.

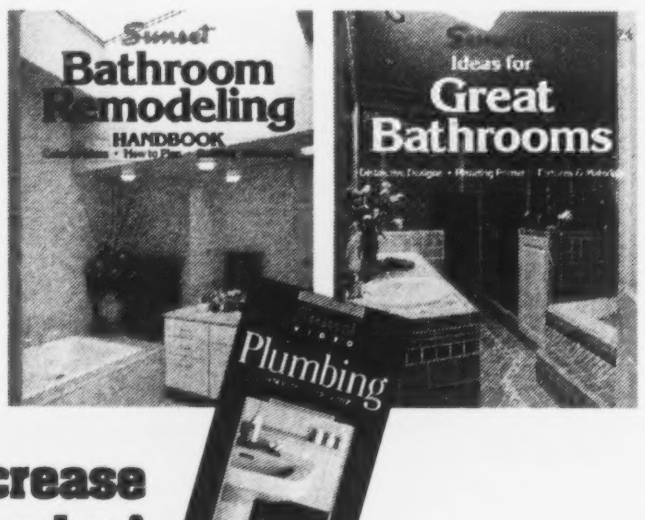
Boldface denotes reader service number

Akzo Salt....47, **021**
American Hardware Manufacturing....49-76
Andersen....94,95 **050**
Arrow Fastener....35 **016**
Cooper Tools....90,92
CSM Inc.....113, **045**
Dow Residential....31,32,33, **015**
Eljer....11, **005**
Emco Specialties Inc.....81, **024**
Encon Industries....87, **021**
Ergodyne Corp.....38,39, **018**
Eveready Battery....91, **029**
EZ Painter....83, **025**
Fab-Tech Industries....27, **013**
Fluid Mgmt. (Harbil Mfg.)....106, **037**
Genova Inc.....122, **049**
Georgia-Pacific....5, **003**
Glidden & Co.....5, **003**
Gloucester....14, **007**
Gold Bond....42,43 **019**
Green Earth Publising....111, **042**
Habitat International....113, **044**
Interbath Inc.....36, **017**
Kok's Woodgoods Inc.....113, **043**
Kraftmaid Cabinetry....119, **046**
Larson Manufacturing....21, **010**
Louisiana-Pacific....45, **020**
Macco Adhesives....109 **038**
Merrilat Industries....89, **055**
Metal Industries....102, **035**
Moen Group....97, **031**
MW Manufacturing....108,109, **040**
National Manufacturing....12,13 **006**
Newell Co.....78,79 **023**
Norton Co.....28,29 **014**
Peerless Faucet....23 **011**
Philips Lighting Co.....16,17 **008**
Prestige Products....101 **034**
Quikrete Cos.....85 **026**
Roto Frank of America....121 **048**
Sauder Woodworking Co.....48 **022**
Savogran Co.....19 **009**
Simpson Strong-Tie....109 **039**
Sunny Wood Products....8,9, **004**
Sunset Publishing Co.....120, **047**
Teknor Apex Co.....002, **002**
Telecredit....93, **030**
Tolko....98 **032**
U.S. Switch....111 **041**
W.R. Bonsal*....40A,B, **001**

This index is provided for the convenience of our readers, and as a service to our advertisers. While every precaution is taken, the publishers assume no liability for errors or omissions.

* Asterisk indicates regional ad.

Project Ideas & Know-How



The best way to increase your product sales!

Sunset is the recognized leader in the do-it-yourself information field.

What does this mean to you? A guaranteed way to increase your sales of tools and materials.

How? When you increase the D-I-Y competence and confidence level of your customers, you increase their capacity and willingness to buy your store's products.

Sunset is not only the best how-to information source available, it is the most profitable!

Why? Sunset inventory turns . . . typically 5 to 6 times per year, for a GMROI of 3.0 or better.

© Sunset Publishing Corporation

Teaching how-to skills and providing project ideas is our only business and has been for more than 50 years.

And, we'll help you sell our books and videos:

- In-store service
- FREE displays
- Co-op advertising

Bring D-I-Y know-how and projects to your customers and you'll sell more tools and materials . . . guaranteed!

Call (800) 227-7346.
In California, (800) 321-0372.

Sunset
BOOKS & VIDEO

Circle (047) on Reader Service Card

National Home Center News (ISSN 0192-6772) is published 23 times a year, twice a month, monthly in December, by Lebhar-Friedman Inc., 425 Park Ave., New York, N.Y. 10022. Subscription rate: $89 per year in the U.S.; $99 in Canada; $239 in all other countries (air mail only). Second-class postage paid at New York, N.Y., and additional mailing offices. Postmaster: Please send address changes to Subscription Dept., National Home Center News, P.O. Box 31185, Tampa, Fla. 33631-3185. Vol. 18, No. 10, Copyright© 1992 by Lebhar-Friedman Inc. All rights reserved.

HE HOME DEPOT • CANADIAN TIRE • OBI • CASTORAMA • B&Q plc • BRICO G.B. • GAMMA • AKI/BRICOLAGE • BRICO CEN
AUMAX • MITRE 10 • PLACEMAKERS • VIVA HOME • LOWE'S • BEAVER LUMBER • PRAKTIKER • LEROY MERLIN • TEXAS HOMEC
AMMA BELGIË • PRAXIS • BAUHAUS • MISTER ARDWARE • MITRE 10 • KEIYO • PAYLESS CASHW
ASHWAY • BAUHAUS • ANPF • DO-IT-ALL • WICKES • B&B BOERENBOND • HIPERHOGAR • CASTORAMA • BAUHAUS • McEWA
OHN EDMOND LTD. • KAHMA • BUILDERS SQUARE • REVELSTOKE • STINNES • BMC BRICOMARCHE • HOMEBASE • BRICOM

National Home Center News

WORLD POWERS

of Home Improvement Retailing

THE HOME DEPOT
OBI
LOWE'S
Praktiker
der billige baumarkt
castorama
BRICO
BRICO
AKI
Mitre 10
bauMax

1992

ICKES • LEROY MERLIN ER • LUMBERLAND • HAGEE
UROLOISIRS • GREAT MIL • HOME CLUB • LANSING B
LL • MAX BAHR • OBI ENARD INC. • TOTEM BUIL
UPPLIES • HORNBACH • MAN'S • KENT • GÖTZEN • E
EEKES • ISHIGURO HOM UPE BOURRELIER • FOCUS
HIMACHU • SUTHERLAN YAS • DO IT • THE HOME DEF
ANADIAN TIRE • OBI • C CENTER • BAUMAX • MITR
LACEMAKERS • VIVA HC HOMECARE • GAMMA BEL
RAXIS • BAUHAUS • MISTER BRICO • BAUWELT • BBC HARDWARE • MITRE 10 • KEIYO • PAYLESS CASHWAYS • CASHW
AUHAUS • ANPF • DO-I BAUHAUS • McEWANS • J
OMOND LTD. • KAHMA • MEBASE • BRICOMAN • WI
LEROY MERLIN • BRICO • LUMBERLAND • HAGEB
UROLOISIRS • GREAT M AINZ • HOME CLUB • LAN
UILDALL • MAX BAHR • IENARD INC. • TOTEM BUIL
UPPLIES • HORNBACH • MAN'S • KENT • GÖTZEN • E
EEKES • ISHIGURO HOM UPE BOURRELIER • FOCUS
HIMACHU • SUTHERLAN YAS • DO IT • THE HOME DEF
ANADIAN TIRE • OBI • C CENTER • BAUMAX • MITR
LACEMAKERS • VIVA HC HOMECARE • GAMMA BEL
RAXIS • BAUHAUS • MI ESS CASHWAYS • CASHW
AUHAUS • ANPF • DO-I BAUHAUS • McEWANS • J
OMOND LTD. • KAHMA • MEBASE • BRICOMAN • WI
LEROY MERLIN • BRIC • LUMBERLAND • HAGEB
UROLOISIRS • GREAT M AINZ • HOME CLUB • LAN
UILDALL • MAX BAHR • IENARD INC. • TOTEM BUIL
UPPLIES • HORNBACH • MAN'S • KENT • GÖTZEN • E
EEKES • ISHIGURO HOM UPE BOURRELIER • FOCUS
HIMACHU • SUTHERLAN YAS • DO IT • THE HOME DEF
ANADIAN TIRE • OBI • C CENTER • BAUMAX • MITR
LACEMAKERS • VIVA HC HOMECARE • GAMMA BEL
RAXIS • BAUHAUS • MI ESS CASHWAYS • CASHW
AUHAUS • ANPF • DO-I BAUHAUS • McEWANS • J
OMOND LTD. • KAHMA • MEBASE • BRICOMAN • WI
LEROY MERLIN • BRIC • LUMBERLAND • HAGEB
UROLOISIRS • GREAT M AINZ • HOME CLUB • LAN
UILDALL • MAX BAHR • IENARD INC. • TOTEM BUIL
UPPLIES • HORNBACH • MAN'S • KENT • GÖTZEN • E
EEKES • ISHIGURO HOM UPE BOURRELIER • FOCUS
HIMACHU • SUTHERLAN YAS • DO IT • THE HOME DEF
ANADIAN TIRE • OBI • C CENTER • BAUMAX • MITR
LACEMAKERS • VIVA HC HOMECARE • GAMMA BEL
RAXIS • BAUHAUS • MI ESS CASHWAYS • CASHW
AUHAUS • ANPF • DO-I BAUHAUS • McEWANS • J
OMOND LTD. • KAHMA • MEBASE • BRICOMAN • WI
LEROY MERLIN • BRIC • LUMBERLAND • HAGEB
UROLOISIRS • GREAT M AINZ • HOME CLUB • LAN
UILDALL • MAX BAHR • IENARD INC. • TOTEM BUIL
UPPLIES • HORNBACH • MAN'S • KENT • GÖTZEN • E
EEKES • ISHIGURO HOM UPE BOURRELIER • FOCUS
HIMACHU • SUTHERLAN YAS • DO IT • THE HOME DEI
ANADIAN TIRE • OBI • C CENTER • BAUMAX • MITR
LACEMAKERS • VIVA HC HOMECARE • GAMMA BEL
RAXIS • BAUHAUS • MI ESS CASHWAYS • CASHW
AUHAUS • ANPF • DO-I BAUHAUS • McEWANS • J
OMOND LTD. • KAHMA • MEBASE • BRICOMAN • WI
LEROY MERLIN • BRICO OBI • CASTORAMA • B&Q
RICO G.B. • GAMMA • A VIVA HOME • LOWE'S • BE
UMBER • PRAKTIKER • LER MISTER BRICO • BAUWELT
ARDWARE • MITRE 10 • K • WICKES • B&B BOERENBC
IPERHOGAR • CASTOR DERS SQUARE • REVELSTC
TINNES • BMC BRICOMA BAUPROFI • HARCROS TIM

HE HOME DEPOT • CANADIAN TIRE • OBI • CASTORAMA • B&Q plc • BRICO G.B. • GAMMA • AKI/BRICOLAGE • BRICO CEN
AUMAX • MITRE 10 • PLACEMAKERS • VIVA HOME PRAKTIKER • LEROY MERLIN • TEXAS HOMEC
AMMA BELGIË • PRAXIS • BAUHAUS • MISTE WARE • MITRE 10 • KEIYO • PAYLESS CASHW
ASHWAY • BAUHAUS • ANPF • DO-IT-ALL • WI RHOGAR • CASTORAMA • BAUHAUS • McEWA
OHN EDMOND LTD. • KAHMA • BUILDERS SQUARE • REVELSTOKE • STINNES • BMC BRICOMARCHE • HOMEBASE • BRICO

INTERNATIONAL HARDWARE & DIY NEWS

World of Opportunity

The Home Depot. Canadian Tire. OBI. Castorama. B&Q. Mitre 10. Viva Home. These merchants are world powers of home improvement retailing.

They, and others like them, represent the development of home improvement retailing into a maturing, global industry.

Their customers, whether in North America, Europe or the Pacific, increasingly share common values regarding shelter: they're willing to spend time and money to maintain and enhance their homes and apartments; and they prefer to purchase related products in modern, large and well-assorted stores.

There is a world of opportunity waiting for organizations willing to take the time to understand and explore markets outside their own national borders.

This special report—The World Powers of Home Improvement Retailing—can assist that goal. It was conceived and produced by *National Home Center News* and sponsored by the American Hardware Manufacturers Association.

National Home Center News®

National Home Center News is the twice-monthly journal of news and trends about the U.S. home improvement industry.

As part of its broader commitment to serve the information needs of the industry worldwide, the publication developed *International Hardware & DIY News* four years ago.

This German-English newspaper is circulated annually during the International Hardware Fair/DIY-TEC, which takes place in Cologne each March.

For further information about these publications and the markets they serve please contact:

National Home Center News
425 Park Avenue
New York, NY 10022
Phone: (212) 756-5050 Fax: (212) 756-5295

Wyatt Kash, Publisher
Phone: (212) 756-5150

Ken Schept, Editor, Co-Publisher, *International Hardware & DIY News*
Phone: (212) 756-5149

Christopher C. Harrison, National Sales Manager
Phone: (212) 756-5139

Richard J. Harrigan, Jr., Director of International Sales, Co-Publisher, *International Hardware & DIY News*
220 Montgomery Street (Suite 930)
San Francisco, Calif. 94104-3418
Phone: (415) 362-2575 Fax: (415) 362-0319

National Home Center News and *International Hardware & DIY News* are published by Lebhar-Friedman Inc., New York

AHMA®

The American Hardware Manufacturers Association is a 91-year-old organization serving the needs of U.S. suppliers.

A central priority is to inform members about international opportunities. The related programs, events and services offered by the AHMA include:

- Major U.S.A. pavilions at the International Hardware Fair in Cologne; at the Paris Quojem Fair; and at the Japan DIY Show in Tokyo;
- Special educational and social events during trade fairs for U.S. exporters and international buyers;
- The International Visitors Center during the National Hardware Show in Chicago;
- The International Trade Show Directory, which lists worldwide industry events, and the Exporting Exhibitors Directory of U.S. manufacturers;
- Dissemination of export leads derived from involvement with the U.S. Department of Commerce's National Trade Data Bank;
- The World Powers of Home Improvement Retailing annual report.

For further information contact:

The American Hardware Manufacturers Association
801 North Plaza Drive
Schaumburg, IL 60173-4977
Phone: (708) 605-1025
Fax: (708) 605-1093
William P. Farrell, President and CEO

CONTENTS

Overview
Chains cross national borders, open larger stores 4,5

NORTH AMERICA

United States
Home Depot pulls away 6,7
Mexico
Growth potential lures U.S. hardware co-ops 8
Canada
Steadies for a major shock 9

EUROPE

Germany
Eastern states sales amazing 10,11
France
The big get bigger 12,13
United Kingdom
The game gets serious 16,17
Belgium
Not much room to grow 18
Netherlands
More consolidation at the top 19
Italy
Italians, other Europeans, building chains 20
Spain
Fertile market draws outsiders 21
Austria
Expansion includes Hungary, Czechoslovakia 22

PACIFIC

Japan
Small-store land, big-store future 23
Australia
Leaders expand, despite slowdown 24
New Zealand
Trade status change shrinks market 25

The Hardware Co-ops
Serving dealers worldwide 24,25
Directory
The Top 100 World Powers 26,27

Germany again industry gro

World powers seek gains from new markets, more produ

Germany was again the world's healthiest retail home improvement market in 1991, with extraordinary sales growth estimated as high as 26 percent.

And again, Germany was an exception. In much of the world, growth was modulated by slow economies and heightened competition.

The German business surge was fueled by demand from the five new eastern states, where people hunger for home improvement products following 45 years of economic deprivation. They became ardent shoppers overnight, when savings were inflated in value after a one-time conversion into Deutsch Marks.

While this "gold rush" phenomenon is good for at least another year or two, German market leaders know that they, like home improvement merchants in the rest of Europe, North America and the Pacific, need to face a key challenge: as markets mature and consolidate, sustained growth is becoming more difficult to achieve.

Consequently, home improvement retailers worldwide are attempting to grow by:

- Dramatically increasing per-store productivity with new formats;
- Expanding into other countries, particularly those with less developed home improvement markets; and
- Dominating a particular niche.

In addition, retailers are attempting to refine their businesses by improving customer service and pursuing new, related segments of the markets, such as professional customers.

Ultimately, the need for sustained growth is producing profound worldwide structural changes. For example:

- While the U.S. home improvement market remains relatively fragmented, unprecedented market share is now being captured by The Home Depot and, to a lesser extent, by other warehouse operators;
- Pressure for European chains to grow is driving them to open larger, better assorted stores and to expand across national borders;
- In Japan, new competition and the recent success of Toys 'R Us are motivating home improvement retailers to reconsider the size and assortment of their relatively small stores.

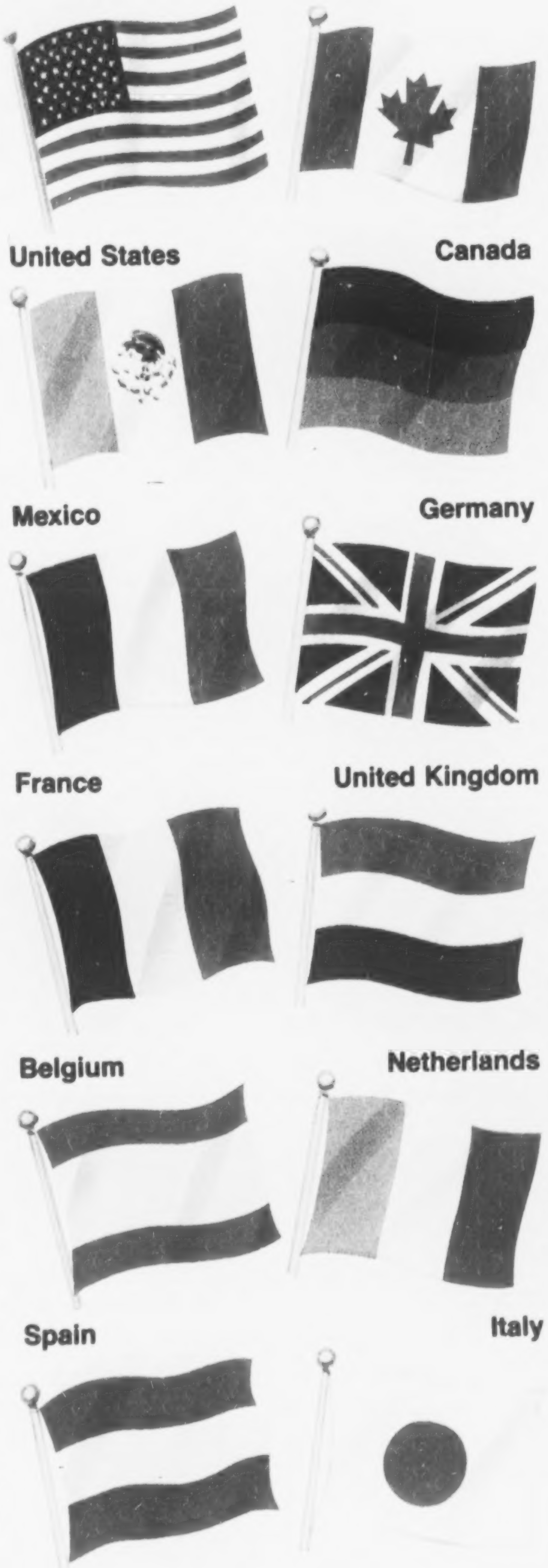
Eventually, these markets will intersect dramatically. Some retailers, like some suppliers, will serve a wider world.

As Europe slowly integrates economically, certain market characteristics are likely to change. Regulators might permit larger stores, which would accelerate expansion across borders and probably produce greater economies of scale for the pan-European chains that emerge with more densely assorted stores and more competitive pricing.

This environment would also facilitate entries from outside of Europe, probably from the U.S.

Important factors, like historical cultural differences and varying product preferences, mitigate against this kind of multinational market development. However, momentum is building and is apparent in some of last year's highlights:

- The Home Depot, with $5.1 billion in sales from 174 stores, captured 5 percent of the world's largest retail home improvement market. With its attempt to engineer stores that can produce $60 million to $70 million annually, the chain continues to redefine the industry's potential;
- The largest chain in the U.K., B&Q, continued development of a warehouse format called B&Q Depot, which is intended to double per-store sales and secure the company's market dominance against current competitors and any intruders;
- German companies found that their stores in the new eastern states were gaining sales levels several times greater than their comparable western outlets. A 135,000-square-



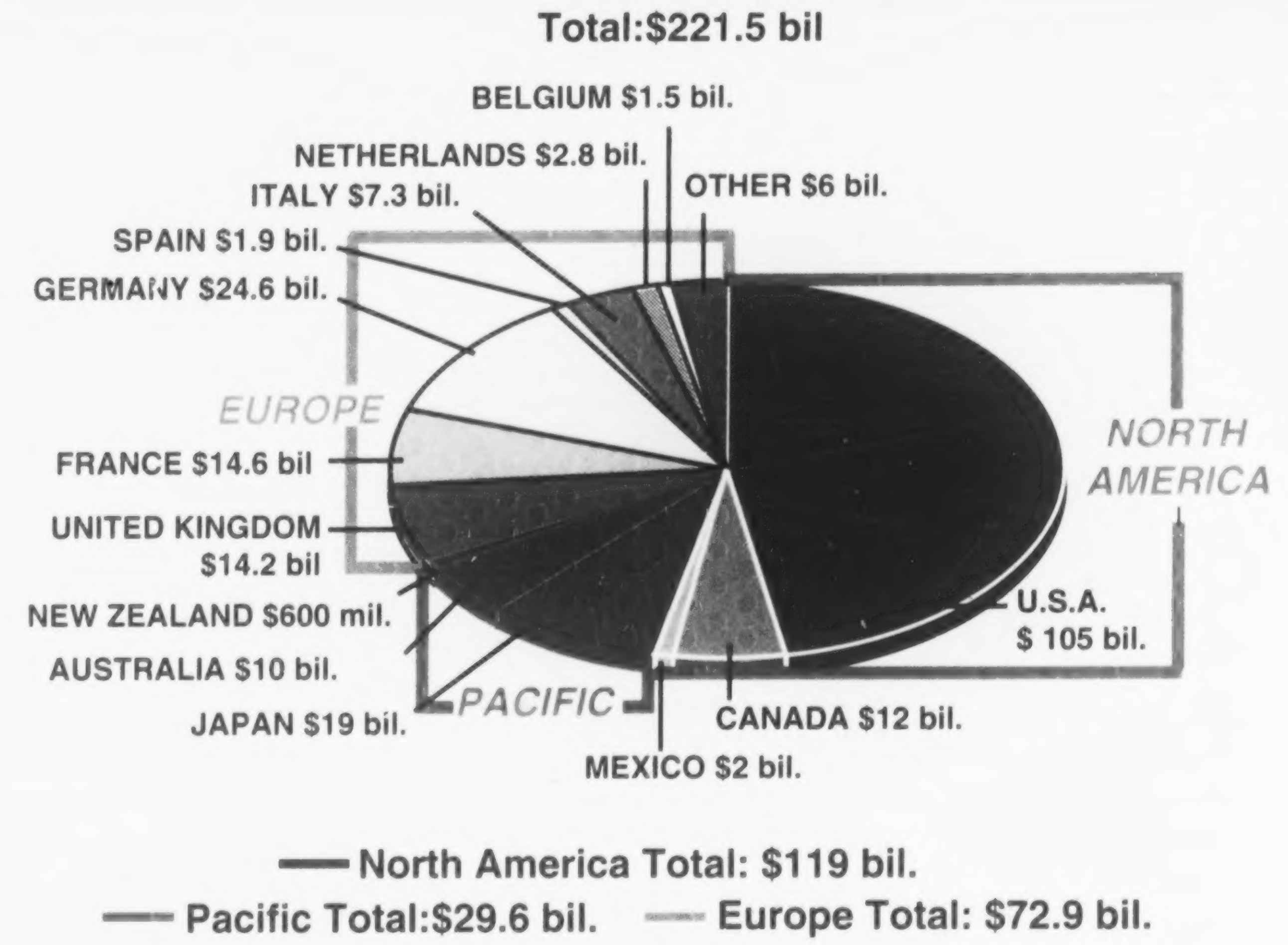
th leader

ctive stores

foot Hornbach store in eastern Berlin is expected to produce annualized sales of perhaps $60 million;

- Leaders continued expanding across national borders, as the U.K.'s Texas and Belgium-owned Aki added stores in Spain; Germany's OBI entered Italy, while Castorama of France opened another Milan store; the German Praktiker chain opened in Athens; and bauMax of Austria prepared for Hungary and Czechoslovakia.
- Consolidating markets continued to consolidate. Intergamma, which owns the largest Netherlands chain, Gamma, purchased the fifth largest, Karwei. Gamma and Karwei together own about a quarter of the market. France's largest chain, Castorama, bought Briker's 17 stores.

The Worldwide Home Improvement Market



Sources: North America; U.S.A.– U.S. Commerce Dept. ; Canada, Mexico– estimates; Pacific: Japan– Japan DIY Assn.; Australia, New Zealand–estimates; Europe: United Kingdom–Verdict; France–Corporate intelligence; Germany–bau und heimwerkermarkt; Spain– Frost and Sullivan; Italy– Corporate Intelligence; Netherlands – A.C. Nielsen; Belgium–Corporate Intelligence.Where several versions of a markets size were available, the most inclusive was used.

These are most of the areas of the globe where home improvement retailing is an established or emerging industry.

Top 15 World Powers

Rank 1991	Company	Country	Sales 1991 $U.S.	Stores	Sales/store	Showroom sq. ft. Store avg.
1	**The Home Depot**	United States	**$5,137**	174	29.5	102,000
2	**Lowe's**	United States	**3,056**	306	10.0	26,200
3	**Canadian Tire**	Canada	**2,518**	420	6.0	20,000
4	**Payless Cashways**	United States	**2,390**	195	12.3	80,000
5	**Builders Square**	United States	**2,050**	150	13.7	83,000
6	**Castorama**	France	**1,892**	123	15.4	81,000
7	**B&Q**	United Kingdom	**1,817**	280	6.5	39,000
8	**GIB Group**	Belgium	**1,768**[1]	464	3.8	—[2]
9	**Hechinger**	United States	**1,615**	116	13.9	80,000
10	**HomeClub**	United States	**1,400**	73	19.2	113,000
11	**OBI**	Germany	**1,340**	221	6.1	29,200
12	**Texas Homecare**	United Kingdom	**1,153**	229	5.0	33,200
13	**Praktiker**	Germany	**977**	95	10.3	39,400
14	**Menard**	United States	**965**	60	16.1	70,000
15	**Leroy Merlin**	France	**910**	55	16.5	69,100

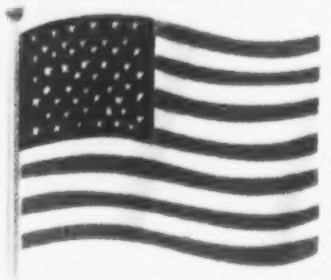
[1] Includes sales from GIB Group in proportion to its ownership: Belgium, Brico (100 percent); France, OBI (100 percent); Portugal, AKI (55 percent); Spain, AKI (50.5 percent); United Kingdom, Homebase (25 percent); United States, Central Hardware (29 percent); Handy Andy (65 percent); Scotty's (100 percent).

[2] Average size of GIB Group stores in square feet: Brico, 30,000; OBI, 32,000; AKI, 45,000; HomeBase, 34,500; Central Hardware, 65,000; Handy Andy, 68,000; Scotty's, 30,000.

Source: *NHCN* survey of companies
See individual country charts for conversion rates.
NHCN chart

Slow economy hampers growth

But Home Depot captures rising share



A nagging recession in 1991 continued to drag down the economy in the United States, where answers to such problems as unemployment and an intractable deficit on a $4 trillion national debt were in short supply.

Nowhere has the economic downturn been more evident than in home building and sales. In 1991 home construction fell to its lowest level since World War II. And while interest rates have fallen steadily, home prices remain out of reach for many people.

All this has had a decidedly dour impact on home improvement retailing. The market, estimated by McGraw-Hill/DRI at $104 billion, has been flat for two years. About $81 billion of that total, which comes out of building supply and hardware stores, has also been stuck in neutral.

In this rough environment, Home Depot, the world's largest home center chain, has been opportunistic in snatching market share. Its $5.1 billion in sales from 174 warehouse stores which averaged 102,000 square feet last year accounted for just under 5 percent of the total market.

Indeed, for the first time in the industry's history, there appears to be some hints of real consolidation, as the 10 largest dealers accounted for 18 percent of total revenues.

Much of this consolidation is being spurred by the growth of warehouse retailers. Home Depot opened 29 stores last year and intends to increase its store count annually by 25 percent over the next several years. Builders Square, which exceeded $2 billion in sales for the first time in 1991, will open 24 more stores this year. HomeBase (formerly Home-Club), has 15 more stores planned for 1992, including six in the Chicago market, its first entry there.

Nevertheless, the American home improvement arena is considerably more fragmented than similar industries in European countries, with smaller chains and independents dotting the landscape. The decade-long era when companies thought they

WE'RE FUSSY ABOUT QUALITY
✓ Volume Buying Low Prices
✓ And We Deliver

The Home Depot is the largest home improvement retailer in the world, with sales of $5.1 billion from 174 stores in 1991. Its warehouse store format revolutionized the U.S. market.

UNITED STATES: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991 ($U.S. Mil.)	Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores		Showroom sq. ft. Store avg.		SKUs Store avg.		Employees 1991
					1991	1990	1991	1990	1991	1990	
1	**Home Depot,** Atlanta	**5,137**	3,815	**34.7**	**174**	145	**102,000**	91,572	**30,000**	30,000	**21,500**
2	**Lowe's Cos.,** North Wilkesboro, N.C.	**3,056**	2,833	**7.9**	**306**	309	**26,197**	22,800	**25,000**	18,368	**16,000**
3	**Payless Cashways,** Kansas City, Mo.	**2,390**	2,229	**7.2**	**195**	195	**80,000**	27,000	**18,000**	18,000	**17,000**
4	**Builders Square,** San Antonio	**2,050**	1,890	**8.5**	**150**	144	**83,000**	79,861	**32,500**	17,000	**17,000**
5	**Hechinger,** Landover, Md.	**1,615**	1,392	**16.0**	**116**	115	**80,000**	80,000	**40,000**	15,000	**16,000**
6	**HomeClub,** Fullerton, Calif.	**1,400**	1,260	**11.1**	**73**	66	**113,000**	100,000	**30,000**	9,000	**8,500**
7	**Menard Inc.,** Eau Claire, Wis.	**965**	800	**20.6**	**60**	48	**70,000**	70,000	**30,000**	3,500	**NA**
8	**Grossman's,** Braintree, Mass.	**806**	813	**– 0.9**	**139**	155	**32,800**	30,400	**25,000**	4,700	**5,200**
9	**Eighty-Four Lumber,** Eighty Four, Pa.	**800**	767	**4.3**	**368**	342	**27,000**	27,000	**5,500**	4,500	**4,500**
10	**Sutherland Lumber,** Kansas City, Mo.	**792**	776	**2.1**	**80**	82	**27,000**	27,000	**20,000**	NA	**NA**

Source: *NHCN* survey of companies

NHCN chart

needed to imitate warehouse stores to survive ended with a crash of bankruptcies and business failures, including last year's liquidations of the Mr. Goodbuys and Builders Express operations.

The U.S. home improvement industry is now entering a kind of post-warehouse period whose mantra for many dealers is "productivity": how to get more business out of existing stores and, as much as possible, avoid costly physical expansion.

The trick has been for dealers to exploit market niches that Home Depot and the rest of its warehouse competitors have either ignored or are in only marginally. One of those areas, at least for the moment, has been home decor, a category in which several companies have capitalized.

Eagle Hardware & Garden in the Seattle area could be the hybrid of the future. Its huge stores carry more than $7 million in inventory and 50,000 items, and devote considerable space to stylish displays for upscale kitchens, baths and floor covering.

Pay 'N Pak, which is currently in Chapter 11, nevertheless has been remodeling units along the lines of its 44,000-square-foot prototype in Puyallup, Wash., whose work force includes 25 professional interior designers.

Hechinger has turned several of its 80,000-square-foot stores into "Home Project Centers," which have special display areas for baths, kitchens, lawn and garden and millwork. These stores are designed to increase unit sales by two-thirds to around $20 million.

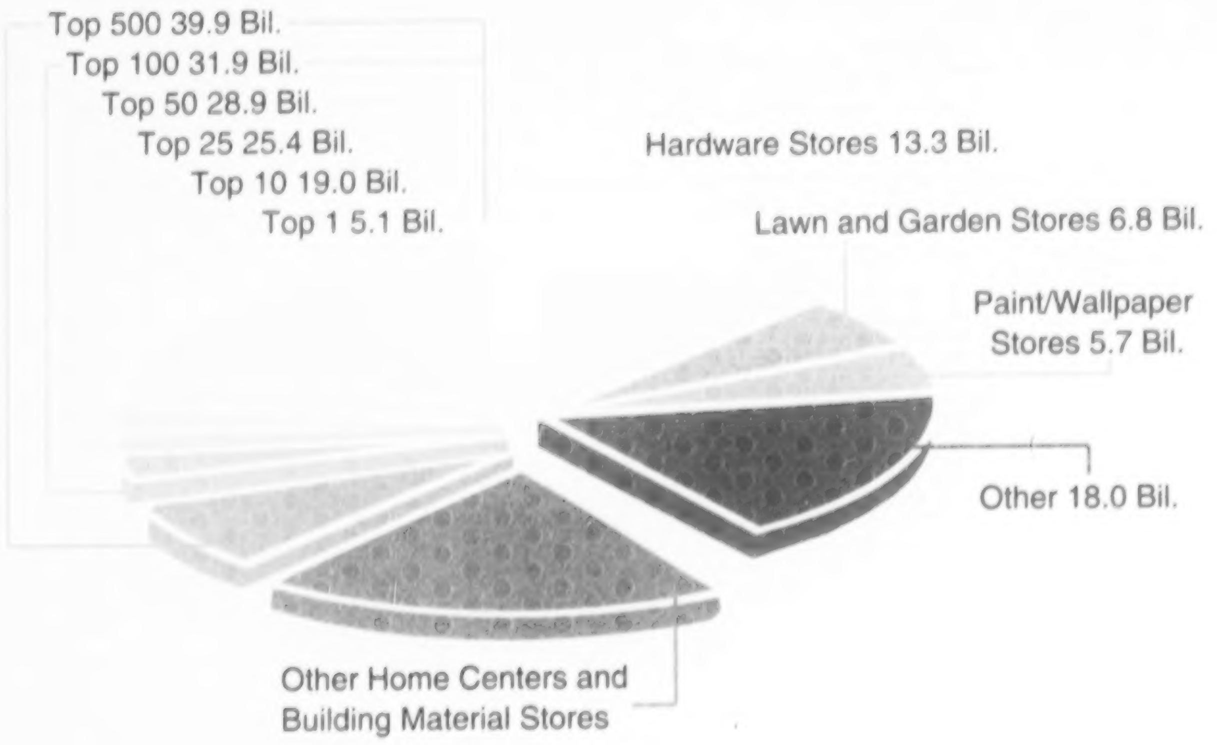
This post-warehouse trend is as much philosophical as it is tangible. At a time when Home Depot plans massive expansion into its northeastern markets, Channel Home Centers is coming out of bankruptcy touting its stores as "convenience" outlets. Rickel, another chain in the Northeast that was written off three years ago, has found new vigor by emphasizing low- and middle-end home decorating products in an orderly store that's decidedly not a warehouse.

The drive for improved productivity has also found most dealers improving dramatically the services they offer to customers. Most prominent has been the expansion of installed sales programs that have been adopted by dealers large and small around the country.

Retailers are also going out of their way to cultivate sales from contractors who, more frequently than ever, are doing the remodeling work for

Continued on page 8

UNITED STATES
Retail Home Improvement Market Segmentation



THE UNITED STATES IS A RELATIVELY FRAGMENTED MARKET, ALTHOUGH THE LARGEST COMPANIES ARE GAINING INCREASED MARKET SHARE

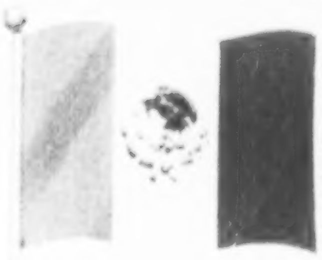
Low Price!
7.94
39.94

The second largest U.S. home center retailer, Lowe's, is being transformed from a company of small stores serving mostly professionals into a consumer-driven chain of warehouse-type outlets.

Hechinger, the fifth largest U.S. home center chain, operates warehouse-type stores called HomeQuarters and traditional stores that are being remodeled into Hechinger Home Project Centers, like the one shown here.

U.S. co-ops see great potential

Introduce modern retailing techniques



The word "potential" probably best summarizes the state of the Mexican home improvement market.

It is fragmented and unsophisticated when it comes to merchandising and marketing techniques.

And consumers lack the disposable income or an inclination toward self-service shopping that has fueled DIY spending in other countries.

As discussions continue about a North American free trade zone, however, Mexico is viewed with heightened interest. Although, for the following reasons, it's clear that the market's development is in its earliest stages:

- About 70 percent of Mexico's 81 million people are considered poor;
- The bulk of retail sales in the hardware category comes from about 7,000 small hardware stores which lack a common distributor or association; and
- Other product categories are available through outlets that specialize in lumber, plumbing and bath, kitchen, paint, lighting or decor shops.

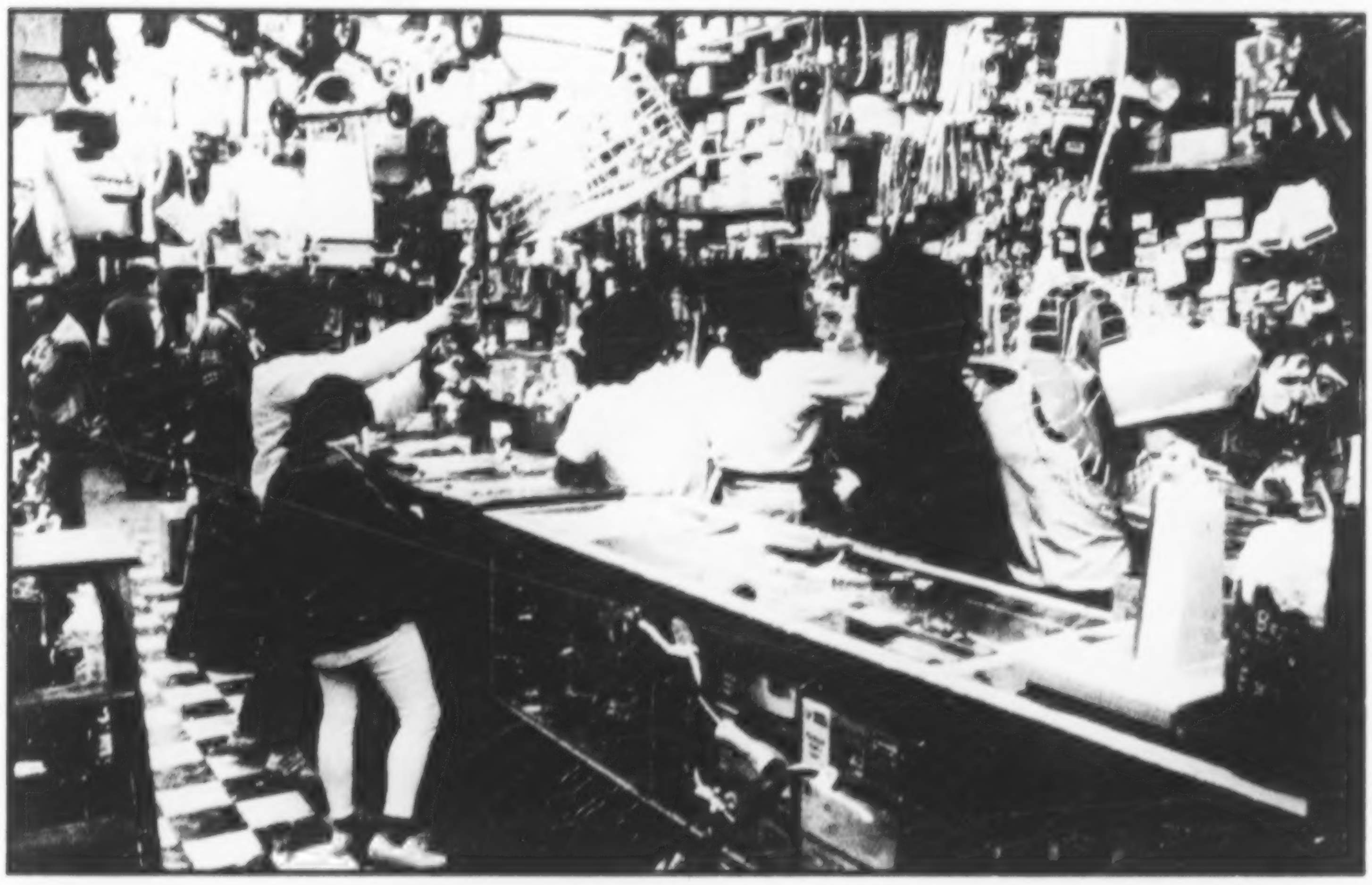
There are pockets of progressive home improvement retailing in the country, and they are distinctly American in look and merchandise.

In the capital city, American firms like Wal-Mart and Pace Warehouse Club opened state-of-the-art general merchandise stores with Mexican partners. Home improvement retailing is less far along, except for a few computers and vendor-supplied merchandisers.

In the border states and in Monterrey, True Value Home Centers are growing. One chain, Maderera Nacional (M + N True Value) should revamp as many as 10 hardware stores into ultramodern Cotter & Co.-supplied home centers in the area in 1992. These stores are Spanish-language, mirror-images of Cotter's stores in the U.S., and post sales above Cotter's average.

In Guadalajara, an Ace Hardware Corp. dealer-member is opening new, state-of-the-art hardware stores and expects to have four units opened in 1992.

Like the Cotter stores, the Ace stores rely on U.S. products and distribution. The majority of products are labeled in English.



In Mexico, home improvement merchandise is usually sold in small, independent hardware stores like the one shown here.

Slow U.S. economy

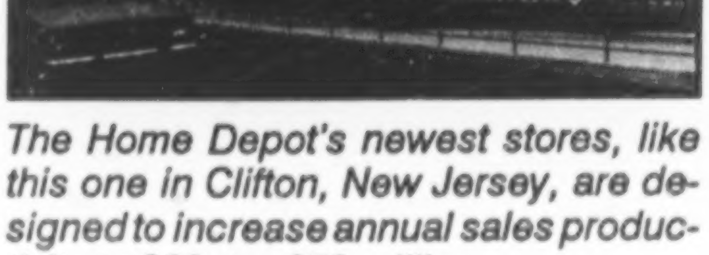
(Continued from page 7)

homeowners. These efforts have included operating separate checkout counters and loading bays for contractors, bringing in special products, and offering cheaper delivery to job sites.

Another fertile growth area appears to be special order, which dealers have latched onto like a long-lost brother. Special ordering also ties into many dealers' strategy to upgrade their stores image with the more discerning customer.

While many of the changes throughout America's home improvement industry have emanated from its largest players, smaller independent hardware stores and lumberyards—which still account for a huge segment of the business—have been able to survive by aligning themselves more closely with their buying groups, such as Cotter & Co., Ace Hardware and Lumbermen's Merchandising Corp.

Ironically, these dealer-owned groups have for years been badgering their dealers to improve their stores' productivity and get into niche markets. Now, that message is being listened to more attentively.



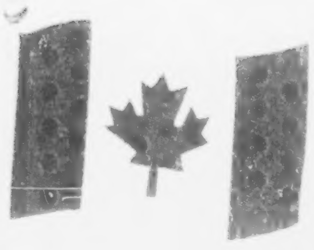
The Home Depot's newest stores, like this one in Clifton, New Jersey, are designed to increase annual sales productivity to $60 -to -$70 million.

CANADA

POPULATION 26,710,000

Rude awakening ahead

Free trade, new competition threaten comfortable margins



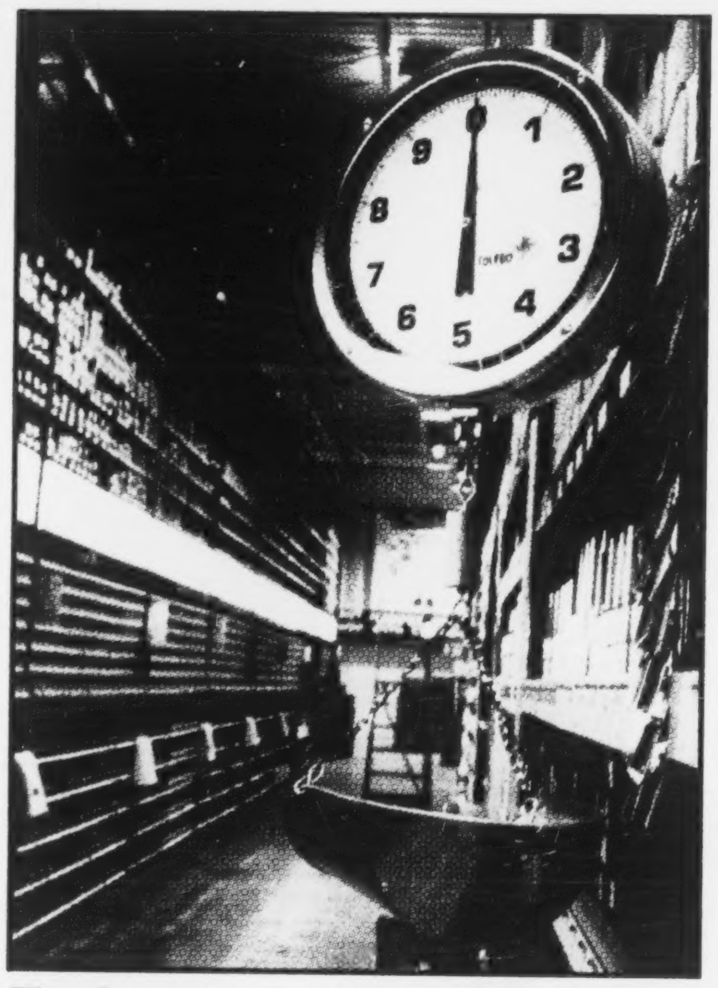
The Canadian home improvement market has long been characterized as a sleepy, $12 billion club, controlled by a small group of powerful wholesalers and retailers for whom competition was an abstract concept.

But when the governments of Canada and the U.S. signed a Free Trade Agreement in late 1989, that environment was changed forever. First, the trade pact exposed Canadians to a wider variety of merchandise at prices considerably cheaper than could be found in their own stores. Cross-border shopping became as common for some Canadians as a trip to the local convenience store, particularly in markets like Buffalo and Niagara, N.Y.

The sense that Canadian products were overpriced was compounded by the enforcement, after Jan. 1, 1991, of a 7 percent Goods and Services Tax (GST) that, in reality, replaced a 13.5 percent Federal tax which had been built into the cost of manufacturing since 1924. Dealers, though, complained they were being hurt by the GST because it was now "visible" to consumers at a time when the Canadian economy was sinking.

Against this backdrop, American-style retailing began pushing its way onto the Canadian scene and forcing the locals to take a closer look at their own businesses to keep up with their new neighbors.

Since the trade agreement was inked, the hardlines buying groups based in America had been trying to sign up Canadian independent dealers, initially with fitful success. Then ServiStar, the industry's third-largest co-op, hit pay dirt last year when it agreed to begin shipping dealer-members of the Homecare and Award buying groups that are part of the huge Matreco distribution network.



The Canadian market is in for a jolt with the entry of Aikenhead's, a warehouse chain modeled after The Home Depot.

An even bolder—and, some would argue, much riskier—step was taken early this year by Cotter & Co., the $2 billion co-op based in Chicago, which agreed to pay $13 million for the assets of the precarious wholesaler Macleod-Stedman in Winnepeg, Manitoba, and the right to distribute merchandise to M-S's franchised dealers. If this deal pans out, Cotter officials project sales from this venture could reach $100 million.

If this invasion weren't bad enough, now Molson Cos., the huge brewery giant that also owns the 181-unit Beaver Lumber chain, is in the initial stages of introducing American-style warehouse retailing to Canadian customers. It hired two former employees away from Home Depot and HomeQuarters Warehouse to develop Aikenhead's Home Improvement Warehouse, whose first store, a 138,000-square-foot, 30,000-sku monster, opened in Toronto in March 1992.

The grand opening reportedly was a smash, and two more Aikenhead's will open this year there. The company also has a joint venture with Molson's Groupe Val Royal to open similar units in Quebec. Aikenhead's wants to be a national chain within 10 years.

CANADA: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991 $ Canadian	$U.S.	Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores 1991	1990	Showroom sq. ft. Store avg. 1991	1990	SKUs Store avg. 1991	1990	Employees 1991
1	**Canadian Tire**, Toronto	2,987	2,518	2,579	– 2	420	418	—	—	20,000	20,000	25,000
2	**Beaver Lumber**[1], Toronto	779	657	707	– 7	172	170	—[2]		—[3]		1,426
3	**Cashway**, Toronto	288*	243*	239*	2	65	63	16,000	12,000	10,000	18,000	1,500
4	**Groupe Val Royal**, Montreal	166	140	129	9	13	13	75,000	75,000	42,000	42,000	1,100
	Brico	124	105	89	18	8	8	54,000	54,000	30,000	30,000	900
	Val Royal	42	35	40	–13	5	5	21,000	21,000	12,000	12,000	200
5	**Revelstoke**, Langley, B.C.	160	135	126	7	28	28	25,000	25,000	25,000	25,000	1,000
6	**Lumberland**, Burnaby, B.C.	100	84	76	10	16	17	30,000	30,000	18,000	18,000	700
7	**Lansing Buildall**, New York, Ontario	85	72	84	–14	9	8	25,000	25,000	17,500	17,500	—
8	**Totem Building Supplies**, Calgary	78	66	67	– 1	8	8	16,000	16,000	12,000	12,000	375
9	**Kent**, St. John, N.B[3]	61	52	47	11	12	12	29,000	29,000	15,000	13,000	400
10	**Goineau-Bousquet**, Laval, Quebec	41	35	33	6	2	2	60,000	60,000	42,000	41,000	350

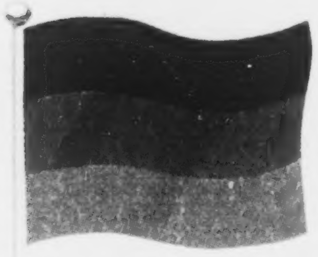
[1] Ownership: Molson Companies
[2] Range for 1990-1991: 6,400-26,000 sq. ft.
[3] Range for 1990-1991: 8,000-25,000 sq. ft.

**NHCN* estimate

Source: *NHCN* survey of companies
$1 U.S. = 1.1864 Canada
NHCN chart

Chains enjoy huge sales increases

Expansion into new eastern states fuels growth surge. . . for now



Late on a Friday afternoon early this year, Wilfried Krüger and his wife stood in the bath department of a 135,000-square-foot Hornbach store in eastern Berlin, ready to spend 5,000 Deutsch Marks ($3,400) on a new bathroom. But they couldn't find sales help.

Their dilemma illustrates the challenge facing German home centers. Reunification created extraordinary instant demand from 16 million people in five eastern states who are hungry for merchandise of western quality and style, and can pay for it.

Predictably, German home center companies are racing to open eastern stores as fast as possible. There are already about 300 western-type home centers in the east, with another 124 planned for this year, according to *Bau & Heimwerker Markt*, a trade publication.

However, 40 years of Communist rule left considerable obstacles in its wake: clearing title to a store site can be a tortured process; and training a new work force requires starting with Capitalism 101.

With its latest prototype, Max Bahr is filling in its traditional markets in northern Germany, such as Kiel, shown here, and expanding into the eastern part of the country.

It's clearly worth the extra effort. The Berlin Hornbach store, which opened in February, is reportedly gaining annualized sales of 100 million Deutsch Marks ($65 million), which is unprecedented in Germany.

The eastward surge is generally credited for the 26.1 percent increase in home center sales to 16.9 billion Deutsch Marks ($11.2 billion) from 1,846 stores, as reported by *Bau & Heimwerker Markt*.

The publication estimates that sales of home improvement merchandise from all kinds of outlets in Germany last year totaled 40 billion Deutsch Marks ($25 million).

The expansion into eastern Germany has probably deflected some attention from opening stores in other European countries. This activity has not stopped completely, however. German home centers operate stores in Luxemburg, Spain, Italy and Greece. Locations in Poland, Hungary and Czechoslovakia are also being explored.

At the same time, German retailers are filling in their markets in western Germany. And regional companies are emerging as national powers.

Finally, German home centers may face increasing competition from outside Germany as well. France's largest chain, Castorama, recently opened its first German store in Castrop-Rauxel near Cologne.

Some highlights:

- Praktiker, with 1.6 billion Deutsch Marks ($977 million) in sales from 95 stores, is consolidating its position in the market.

Praktiker is the most profitable

GERMANY: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991 Marks[1]	Sales (Mil.) 1991 $U.S.	Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores 1991	Stores 1990	Showroom sq. ft. Store avg. 1991	Showroom sq. ft. Store avg. 1990	SKUs Store avg. 1991	SKUs Store avg. 1990	Employees 1991
1	**OBI**, Wermelskirchen	2,200	1,340	1,100	22	221	199	29,200	28,000	40,000	40,000	6,000
2	**Praktiker**, Saarbrucken	1,600	977	856	14	95	86	39,400	37,800	30,000	30,000	4,000
3	**Bauhaus***[2], Mannheim	1,300	795	630	26	97	94	38,300	35,900	40,000	40,000	—
4	**Stinnes**, Esslingen	1,100	690	455	52[3]	131	138	27,000	24,800	30,000	30,000	2,400
5	**Hagebau***, Soltau	910	556	428	30	152	135	21,300	18,800	20,000	20,000	—
6	**Max Bahr**, Hamburg	762	466	402	16	63	59	31,300	30,700	25,000	22,000	1,859
7	**Hornbach**, Bornheim	703	430	313	37	30	26	71,700	62,500	40,000	35,000	1,401
8	**Götzen**, Rheinhausen	604	369	141	160	65	45	—	15,000	30,000	30,000	—
9	**Interpares***, Mannheim	552	337	354	– 5	116	122	—	16,300	20,000	20,000	—
10	**Hellweg**, Dortmund	484	296	171	73	34	26	36,000**	36,000**	23,000	22,000	1,500

[1] Figures include company & franchise units
[2] Figures for Germany only. Excludes Austria (21), Denmark (4) and Spain (2) stores.
[3] Acquired apprx. 80 stores in 1990

*Source: *Bau & Heimwerker markt.*
***NHCN* estimate

Source: *NHCN* survey of companies
$1 U.S. = 1.636 Marks
NHCN chart

holding of a giant distribution company called Asko.

The chain's current stores are 60,000-square-foot full-line home centers. Asko's two other home center holdings—Real-kauf, which operates in the north and Extra, which is active in the Rhineland—are being converted into Praktiker stores.

Last year, Praktiker, which also operates in Luxemburg, opened its first store in Athens.

- OBI, which operates franchise units, moved into eastern Germany but also exported its format to Italy where it opened stores called Super Hobby in Bologna and Pisa.
- Stinnes continued assimilating the roughly 80 stores that it purchased in 1990 from Co-op;
- Max Bahr, a Hamburg-based, family-owned company, moved aggressively into eastern Germany with 13 small stores by the end of 1991. It will continue opening four or five stores per year throughout the east at the same time that it secures its dominant position in northern Germany with stores like its current prototype, which opened early this year in Kiel on the Baltic Sea.
- Hornbach is a publicly-held, family-run company based in the Palinate area near the French border. Long a dominant regional player in the south, the company now plans to become a national chain with large, 135,000-square-foot stores located throughout both western and eastern Germany.
- Germany's largest home center, a 165,000-square-foot unit in Zweibrücken, was opened by Globus, a food distribution company that entered the home improvement industry 10 years ago and now operates 17 DIY outlets.
- Göetzen expanded aggressively into the new eastern states and increased sales by 160 percent to 604 million Deutsch Marks ($369 million).

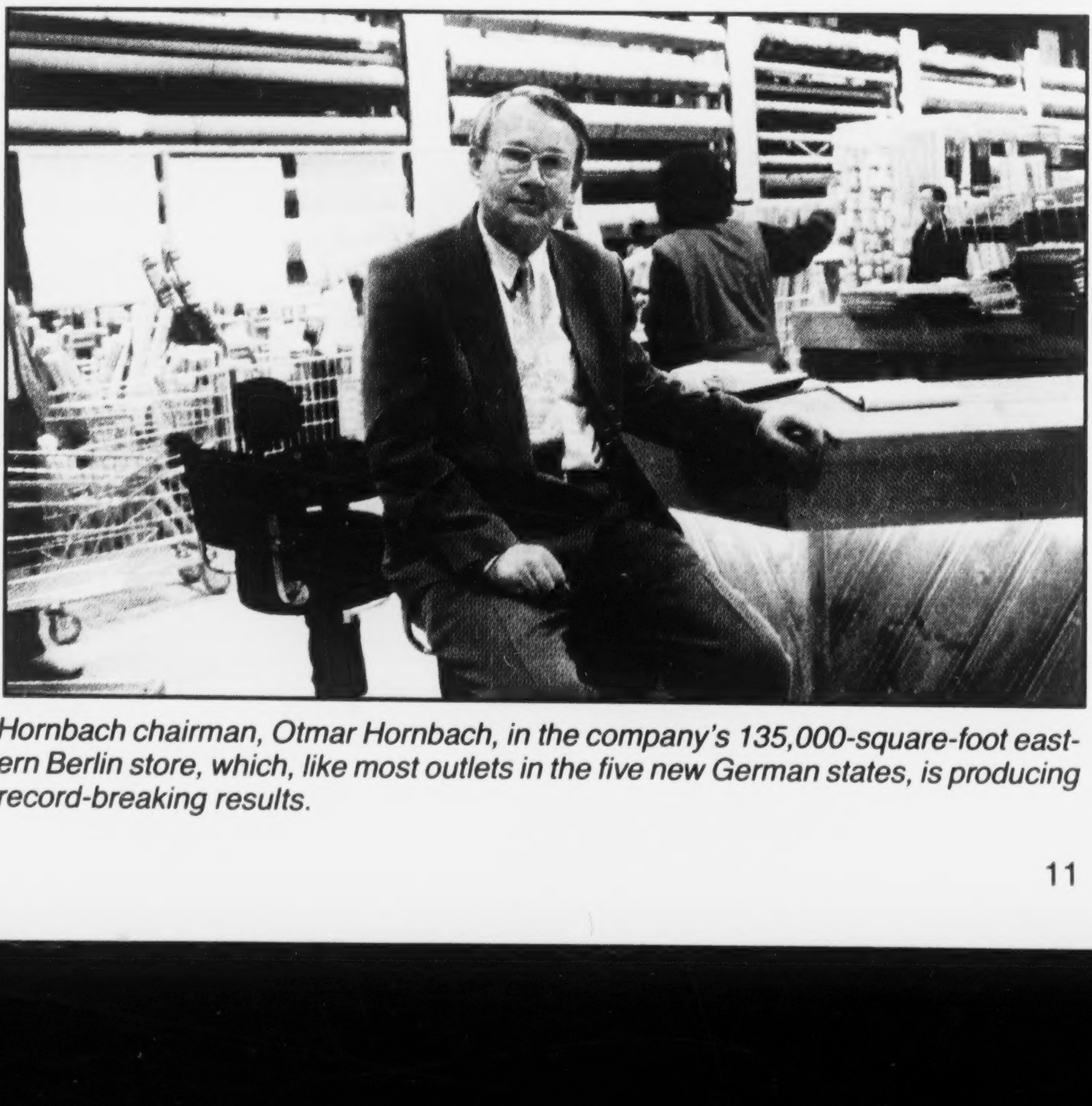
> ***German home center companies are racing to open eastern stores as fast as possible. There are already about 300 western-type home centers in the east, with another 124 planned for this year.***

Großmaschinen
399,-

OBI, Germany's largest home center chain, operates a national network of franchises and is using the same approach to move into the five new states and Italy.

Billig!
59.-
49.-
79.-
49.95

Praktiker is owned by the distribution giant Asko and operates stores that average almost 40,000 square feet in size, although its latest prototype is about 60,000 square feet.



Hornbach chairman, Otmar Hornbach, in the company's 135,000-square-foot eastern Berlin store, which, like most outlets in the five new German states, is producing record-breaking results.

Another sluggish year

But leaders expand at home and abroad

Home improvement retailers in France have two big problems: Their market isn't growing, and its largest player is buying everything it can get its hands on.

The 123-unit Castorama, with sales last year of 10.4 billion French Francs ($1.9 billion), alone captures more than 16 percent of this country's retail home improvement sales and generates more than double the revenues of its nearest competitor, the 55-unit Leroy Merlin.

Estimates of the French retail home improvement market range from 60 to 80 billion French Francs ($11-to-$14.5 bilion).

In 1991, Castorama solidified and expanded upon its market share when it purchased the Briker chain, with 17 stores and around 900 million FF ($164 million) in sales.

More recently, it acquired about seven large stores from Bricorama, which sold off its smaller stores to another chain, Bourrelier.

It also chose to relinquish control of its joint ownership, with Belgium's GIB Group, of more than 40 OBI stores in France. OBI's stores were deemed by Castorama to be too small in square footage.

Indeed, Castorama and Leroy Merlin dominate the French home improvement landscape primarily because they operate huge, 100,000-square-foot plus units in what is generally considered to be a "big store" market.

These kinds of stores are amenable to a changing consumer who expects home centers to be well merchandised and displayed, and staffed with professional, knowledgeable employees who can serve as "idea" consultants.

However, the store format these companies use also puts them in a bind with the government, which restricts expansion severely through legislation designed to protect smaller independents.

For this reason, and because of the maturity of the market, France's home improvement retailers are looking for growth outside the country.

Leroy Merlin, for example, has chosen Spain as its latest battleground, having opened a store in Leganès near Madrid and in Alboraya near Valencia. Mr. Bricolage, part of the

PEINTURE
DROGUERIE
PEINTURE EMULSION SATINEE

Castorama stores carry about 50,000 items.

FRANCE: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991		Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores		Showroom sq. ft. Store avg.		SKUs Store avg.		Employees 1991
		Francs	$U.S.			1991	1990	1991	1990	1991	1990	
1	**Castorama**, Templemars	**10,400**	**1,892**	1,610	**18**	**123**[1]	98[1]	**81,000**	65,900	**50,000**	50,000	**11,000**
2	**Leroy Merlin**, Villeneuve d'Ascq	**5,000**	**910**	891	**2**	**55**[2]	54[2]	**69,120**	64,560	**65,000**	65,000	—
3	**A.N.P.F.**[3], Ingre	**3,000**	**546**	437	**25**	**300**	250	—[4]		**25,000**	25,000	**3,500**
4	**BCM Bricomarche**, Paris	**2,200**	**400**	364	**10**	**240**	217	**12,960**	12,900	**12,500**	12,500	—
5	**Euroloisirs**, Bondoufle	**1,300**	**236**	255	**– 7**	**47**	50	—[5]		**40,000**	40,000	—
6	**OBI**[6], Lesquin	**1,163**	**212**	233	**– 9**	**44**	**50**	**32,000***	65,000*	**30,000**	30,000	—
7	**FCD**[7], Le Pontet	**1,043**	**190**	181	**5**	**49**	48	—[8]		**35,000**	32,000	—
8	**BHV**, Paris	**1,000**	**182**	182	**0**	**19**	19	**44,280**	44,280	**45,000**	45,000	—
9	**Bourrelier**[9], Ivry-sur-Seine	**800**	**146**	109	**34**	**28**	15[1]	—[10]		**25,000**	20,000	—
10	**Bricosphère**, Clermont	**500**	**91**	82	**11**	**69**	65	**11,880**	9,220	**12,000**	12,000	—

[1] 1991: Includes two stores in Italy; 1990: Includes one store in Italy.
[2] Includes one store in Spain.
[3] Includes Mr. Bricolage, Bricotruc and Amazonia.
[4] Mr. Bricolage: 12,960-27,000 square feet; Bricotruc: 4,320-8,640; Amazonia: 27,000.
[5] Euroloisirs Bricorama—12,960-86,400 square feet.
[6] 1990: Part of Castorama. 1991: Ownership is GIB Group, Belgium
[7] Includes Bricaillerie, Bricofrance.
[8] Bricaillerie: 25,380 square feet; Bricofrance: 12,420.
[9] Includes Batkor, IDF Bricolage and Pictoral.
[10] Baktor: 29,160; IDF Bricolage: 8,640; Pictoral: 27,000.
**NHCN* estimate.

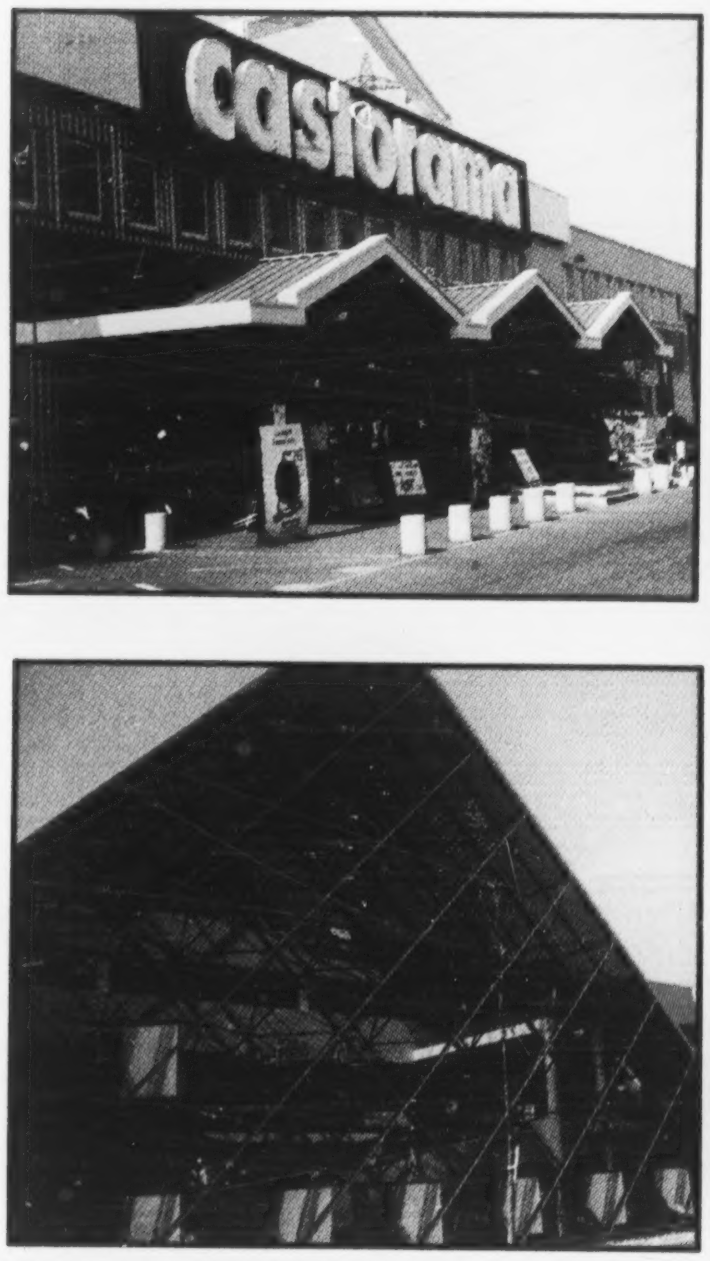
Source: *NHCN* survey of companies
$1 U.S. = 5.4988 French Francs
NHCN chart

A.N.P.F. group, put its first foreign store in Lisbon, Portugal, last September. Bricosphere, France's tenth largest retailer, continues its expansion into Belgium, where it already has 10 units.

More recently, Castorama moved into Germany with an 86,000-square-foot unit near Cologne. The store, in Castrop Rauxel, includes a 43,000-square-foot outside selling area for building materials and garden products. Castorama also covets more market share in Italy, where it has two stores.

While the majors in France battle over a market that hasn't grown in more than two years, it would appear that the independents would be left with the crumbs. However, one industry analyst points to the development of wholesale distributors and regional service groups that are set up to help independents survive.

For example, Bricopro was taken over by Cofaq, a wholesaler. The Baktor and IDF Bricolage chains and some Pictoral stores have banded together under the umbrella group known as Bourrelier, which also took over three Projet stores last year. Other Pictoral units have joined forces wtih Bricaillerie, Bricofranc, and Le Flèche to form the Franchise Concept Développement group.



Paris stores of Castorama and Leroy Merlin, the market leaders.

The vast assortment at Castorama is decorator-oriented.

PROMOTION
30%
PROMOTION
129
30%
PROMOTION
109

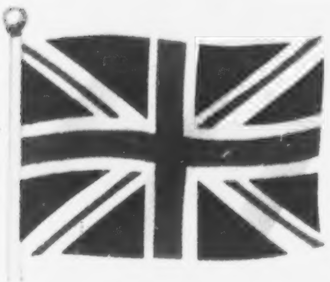
Leroy Merlin stores combine category dominance with aggressive use of color to achieve the completeness of a U.S. warehouse store, but with merchandising refinement.

PROMOTION
SANIPLUS
PROMOTION
1990
MELANGEUR
90

Displays at Leroy Merlin suggest assortment, style and promotional pricing—all at the same time.

The game becomes serious

Sluggish economy, battling chains combine to diminish margins



The U.K. market is about to change.

Great Britain's retail arena has long been dominated by the largest home center chains. The three leaders—B&Q, Texas and Do It All—collectively control about one-third of the market, which Verdict Research estimated at 7.9 billion Pounds ($13.8 billion).

Retailers have enjoyed high margins that, until now, were well protected by limited competition.

But the softer economy and the natural limitation of a market—where over 950 superstores already serve a population of about 57 million—mean that future growth will come from market share gained at the expense of rivals.

Presently, this circumstance is producing bruising price wars. More importantly, there is evidence that these wars are just the beginning of a structural change in the market.

Margins may permanently soften and money will be made instead from increased store revenues.

To reposition themselves for this changing market, leading chains are differentiating themselves from the competition and targeting new customer segments.

Some chains are courting serious DIYers and remodelers who traditionally shop at builders merchant outlets. Others want to draw customers away from decor specialty outlets:

- B&Q plans to have 25 warehouse stores operating by the end of 1992. Called B&Q Depot, these stores are a strategic attempt to remain the dominant player in the U.K. and to preempt potential U.S. warehouse entries.

B&Q hopes the new format will impress current shoppers and also appeal to contractors with an emphasis on service, selection and price.

At 70,000 square feet, the Depot stores are about twice the size of a traditional B&Q. Company executives are betting that the stores will also produce twice the revenue. Depot stores are manned by about twice the number of employees as other B&Q outlets and carry an additional 10,000 items;

- Texas Homecare strengthened its position at the "softer" end of the market with more furniture, kitchens and home furnishings, and increased its promotional stance. The company reported a record 20 percent increase in profit;

Jim Hodkinson, managing director of B&Q, in a store recently remodeled into a B&Q Depot, which is a warehouse-type format intended to increase productivity and protect the chain's dominant U.K. market position.

UNITED KINGDOM: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991		Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores		Showroom sq. ft. Store avg.		SKUs Store avg.		Employees 1991
		Pounds	$U.S.			1991	1990	1991	1990	1991	1990	
1	**B&Q plc,**[1] Southampton	1,028	1,817	1,599	14	280	280	39,000	39,000	25,000	20,000	14,900
2	**Texas Homecare,**[1] Wellingborough	653	1,153	990	16	229	230	33,188	32,609	35,000	35,000	11,600
3	**Do-It-All,**[1] West Midlands ***A.G. Stanley***	408 130	721 230	762 233	– 5 – 2	234 412	234 432	30,000 3,200	30,000 3,100	— 10,000	— 10,000	7,315 1,855
4	**Homebase,**[1] Surrey	257	454	396	15	64	61	34,500	30,000	—	—	4,060
5	**Great Mills,**[1] Bristol	186	329	323	2	90	90	32,000	31,000	18,000	18,000	3,200
6	**Wickes plc,** London	186	329	304	8	57	53	25,000	25,000	3,500	3,500	1,180
7	**Wilkinson** Carlton-in-Lindrick	128	226	213	6	93	86	6,278	6,009	22,000	19,000	3,745
8	**Leekes,** Pontyclun	43	77	74	4	3	3	120,000	120,000	40,000	40,000	420
9	**Focus DIY,** Manley	40	71	55	29	21	18	24,500	26,800	22,000	21,000	740
10	**Robert Dyas Ltd.**, Croydon	29	50	49	2	43	44	3,950	3,900	9,250	8,750	535

[1] Ownerships:
B&Q: Kingfisher
Texas Homecare: Ladbrooke
Do-It-All: W.H. Smith & Boots
Homebase: Sainsbury & GIB Group, Belgium
Great Mills: Ready Mix Concrete

Source: *NHCN* survey of companies
$1 U.S. = .5661 Pounds
NHCN chart

- Do It All launched nine new project-selling stores to attract the serious DIYer, but continued to have lackluster sales.

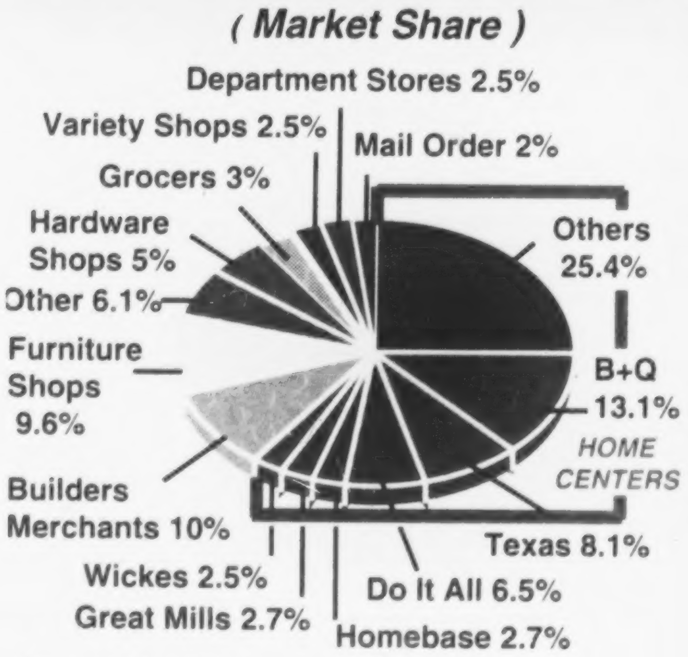
This joint venture between parents W. H. Smith and Boots has struggled to mesh operations, merchandise and personnel. But a recent restructuring brings more balance and an additional 24 million Pounds ($41.9 million) to convert stores to the new concept;

- Homebase, Britain's fourth largest home center, tested a single store in south London called Homebuild, targeting the small builder and serious DIYer;
- Wickes continues to successfully attract serious DIYers and professionals with its narrowly focused assortment. Its 57 stores, which produce an average of $256 in sales per square foot, are the most productive in the U.K. In addition, the company operates 18 stores in the Netherlands, 16 in Belgium and one in France.

The company is planning to open six new U.K. stores this year, all of which will be the Wickes fourth generation prototype. About one-third of the prototype store is devoted to showroom displays of kitchen and bath, millwork and conservatories;

- Ready Mix Concrete, which operates Great Mills home centers, targeted the serious DIYer and professional with the launch of two BAY 6 stores. It has plans for a chain of 50.

UNITED KINGDOM
Retail Home Improvement Market Segmentation

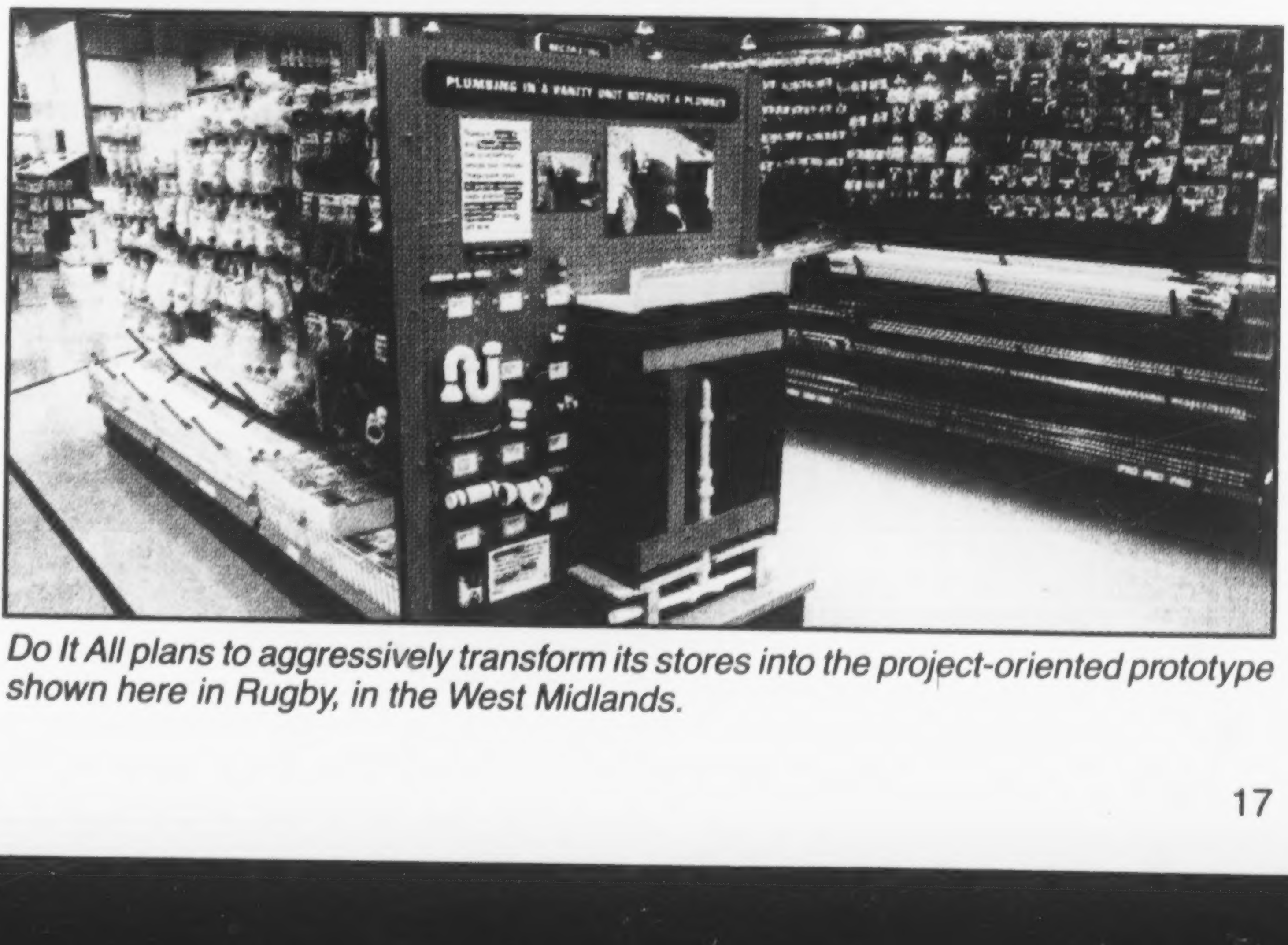


Source; Verdict

The United Kingdom home improvement market is highly consolidated. The top three chains together claim almost a 30 percent share of the market.

The second largest U.K. chain, Texas, opened a home fashions specialty shop called Pretty Chic within some of its stores to further emphasize its focus on the softer part of the business.

In its latest prototype, Wickes devotes about one-third of the store to showroom displays of kitchen and bath, millwork and conservatories.



Do It All plans to aggressively transform its stores into the project-oriented prototype shown here in Rugby, in the West Midlands.

BELGIUM

POPULATION 9,927,000

Limited expansion opportunity

Regulations control store size

Belgium is a small, but dense, $3 billion home improvement market, in which about 1,000 home center stores and thousands of specialty outlets serve a population of 10 million.

Home centers generate about half of the market's volume, or $1.5 billion. This segment is dominated by Brico, which has captured a 25 percent market share with its roughly 100 stores.

About 62 percent of DIY sales are generated in Flanders, the Flemish-speaking North, according to published reports. This area is virtually saturated with stores. The southern, French-speaking region, known as Wallonia, is poorer and accounts for 28 percent of sales. It also offers more opportunity for expansion.

The area around Brussel produces roughly 10 percent of DIY sales.

The country's international instincts are strengthened by having Brussels as the capital of the European Community. This international aspect is reflected in Belgium's retail home improvement industry.

Several of Belgium's largest home center operators are based in other nations. For example, Wickes is a U.K. organization; Gamma, Hubo and Formido are from the neighboring Netherlands.

In contrast, Brico is part of an organization, the GIB Group, that holds interests in home centers in France, Spain, Portugal, the U.K. and the U.S.

Part of Brico's strength is derived from its international perspective, which informs the chain about the latest industry trends and also provides economy of scale buying opportunities.

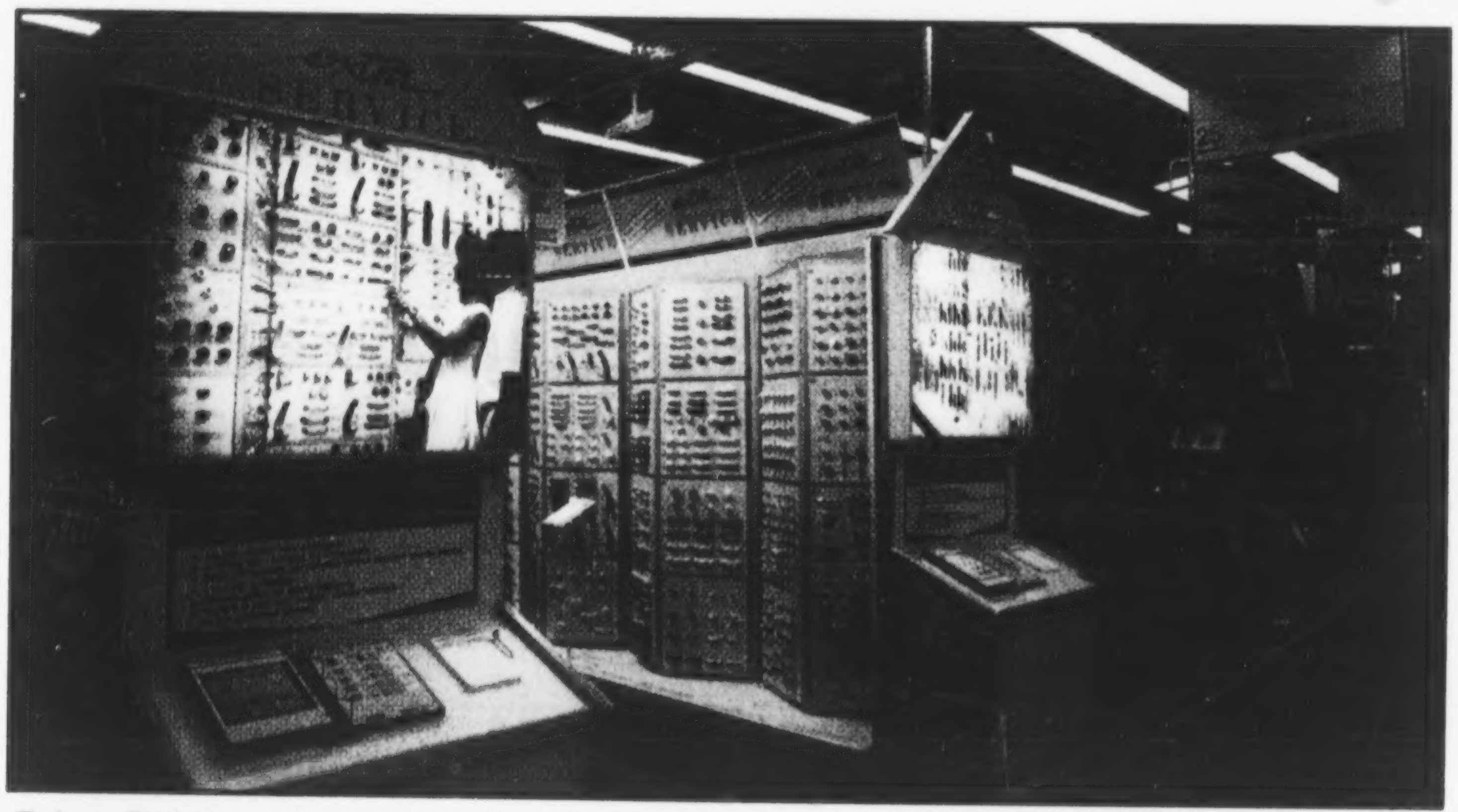
At least one home center operator is concerned that, despite the apparent saturation of the Belgium market, more competitors from abroad may be tempted to enter.

Officials from Bricoman, which operates relatively large stores of about 70,000 square feet, believe that during the next decade the market will fracture into two types of home centers: stores that offer convenience and those that offer dominant assortment for destination shopping.

Currently, government regulations make it difficult to open the latter kind of store. However, if those restrictions are relaxed, and with the integration of Europe, opportunities may become available.

In this new deregulated environment, Belgium might become attractive to a big-store chain like France's Castorama.

Bricoman would prefer that it serve Belgium with its big stores. The company, which is owned by a larger distribution conglomerate, Louis Delahaize, would like to have 15 to 18 of them within five years.



Brico, Belgium's largest chain with a 25 percent market share, is operated by the GIB Group of GB-Inno-BM, which also holds interests in the United States (Handy Andy, 65 percent; Central Hardware, 29 percent; Scotty's, 100 percent); France (Obi, 100 percent); the United Kingdom (Homebase, 25 percent); and Spain (AKI, 50.5 percent); and Portugal (AKI, 55 percent).

BELGIUM: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991 Francs	Sales (Mil.) 1991 $U.S.	Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores 1991	Stores 1990	Showroom sq. ft. Store avg. 1991	Showroom sq. ft. Store avg. 1990	SKUs Store avg. 1991	SKUs Store avg. 1990	Employees 1991
1	**Brico G.B.**, Brussels	**12,790**	**384**	345	**11**	**96**[1]	96[1]	**30,000**	30,000	**30,000**	35,000	**1,465**
2	**Wickes**[2], London	**2,580**[3]	**77**	74	**4**	**16**	16	**20,000**	—	—	—	—
3	**Gamma België**[4], Antwerp	**2,260**[5]	**68**	49	**39**	**27**	23	**13,000**	12,000	—	—	—
4	**Bricoman**, Chatelinean	**1,400**	**42**	38	**11**	**4**	3	**66,700**	59,300	**45,000**	40,000	**190**
5	**Hubo/Formido**[6], Brussels	**1,000**	**30**	—	—	**32**	11	—[7]*		**15,000**	17,000	—
6	**Superbois**	**1,000***	**30**	—	—	**8**	—	**10,800***	—	—	—	**190**
7	**Bricosphere**	**800***	**24**	—	—	**17**	—	**14,040***	—	—	—	**90**

[1] Includes 55 franchises
[2] Ownership: Wickes, United Kingdom
[3] 37 mil. British Pounds
[4] Ownership: Intergamma, Netherlands
[5] 126 mil. Guilders
[6] Ownership: B.V. Houthandel, Netherlands
[7] Range for 1990 & 1991: 5,550-13,000
* *NHCN* estimate

Source: *NHCN* survey of companies
$1 U.S. = 33.42 Belgian Francs
NHCN chart

POPULATION 14,980,000

Consolidation continues

Productivity gains needed

The Netherlands is a mature and consolidated market faced with an urgent need for increased store productivity.

Until now, leading retailers achieved great success with formats that are increasingly similar.

That situation was acceptable because sales growth could be gained through expansion or acquisition. Those circumstances are changing.

With 423 home centers already serving 15 million inhabitants, according to A.C. Nielsen, some argue that the country is only a couple of years away from saturation.

At the same time, consolidation has greatly limited the acquisition route to growth.

The largest home center, Gamma, operates 99 stores that are owned by 27 franchisers. Gamma has a 17 percent share of the Dutch market.

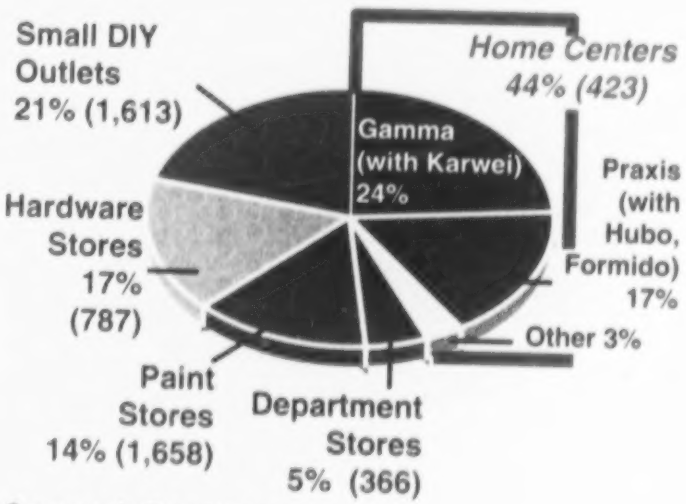
In January, Gamma's corporate parent, Intergamma, purchased a Dutch chain called Karwei. Gamma and Karwei together control about a quarter of the Dutch home improvement market.

The second largest Dutch home center, Praxis, is also attempting to gain greater market share through acquisition and increased store productivity.

Praxis is owned by a company called PFH, which a year ago bought two other Dutch home centers, Formido and Hubo. The three chains together own 16 to 17 percent of the Dutch market.

NETHERLANDS Retail Home Improvement Market Segmentation

Total Market 5,063bil Guilders– $2.77bil– (4,847 Stores)



Source A.C.Nielsen

Virtually the entire home center segment of the market is controlled by the leading two chains: Gamma, with its recent acquisition of Karwei, and Praxis, including its Formido and Hubo holdings. (Because of rounding market share portions total more than 100 percent)

Both Gamma and Praxis are now looking beyond acquisition to new store formats that are designed to improve sales productivity.

Gamma recently inaugurated a store redesign program in Gouda, which it will implement in all its stores during the next several years.

The new format is intended to increase sales by making shopping easier and, therefore, leaving customers with extra time to purchase more items.

This ease of shopping will be accomplished with a new store layout designed to allow the shopper to quickly see all departments.

In contrast to existing stores, the Gouda unit is wider than it is deep. Two power aisles cross in the center of the store where the customer service booth is located.

Merchandise will not change fundamentally, although the number of items may increase by 5 to 7 percent.

Early results have been encouraging, according to J.F. van Dulst, director, who said that sales are up by 20 percent.

While Gamma came from a lumber and building materials background, Praxis, which is owned by KBB, one of the country's leading retailers, is more decorator-oriented. Its new director, J.P. Karelse, views 1992 as a year of testing, as he looks for ways "to enrich the formula and to personalize mass merchandising."

It's likely that he will eventually make fundamental changes, like increasing the density of product assortment.

If there's good news for Dutch home improvement retailers, it's that the same circumstances that challenge their own growth should also discourage foreign competition.

THE NETHERLANDS: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991 Guilders	Sales (Mil.) 1991 $U.S.	Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores 1991	Stores 1990	Showroom sq. ft. Store avg. 1991	Showroom sq. ft. Store avg. 1990	SKUs Store avg. 1991	SKUs Store avg. 1990	Employees 1991
1	**Gamma**[1], Bunschoten	**867**	**474**	437	**9**	**99**	93	**19,115**	18,900	**13,500**	11,000	**2,265**
	Karwei	**230**	**126**	109	**16**	**57**	55	**15,600**	15,600	**13,000**	13,000	—
2	**Praxis**[1], Diemen	**455**	**249**	261	**– 5**	**62**	58	**22,000**	22,000	**15,000**	15,000	**765**
	B.V. Houthandel, Utrecht	**307**	**168**	160	**5**	**218**	225	—	—	—	—	—
	Formido[2],	**182**	**103**	85	**18**	**60**	57	**14,700**	14,700	—	—	—
	Hubo[2]	**125**	**68**	75	**9**	**158**	168	**3,300**	3,300	—	—	—
3	**B&B Boerenbond**[3], Veghel	**189***	**103**	119*	**13**	**42**	42	**10,800**	10,800	—	—	**252**
4	**Wickes**[1], London	**132**[4]	**72**	69	**4**	**18**	18	**20,000**	—	—	—	—
5	**Superdoe**[1], Utrecht	**98***	**54**	46*	**17**	**14**	12	**35,429**	29,679	—	—	**302**
6	**Bouwvaria**[5], Weesp	**96***	**52**	50*	**4**	**24**	23	**16,200**	16,200	**16,000**	16,000	**250**
7	**Big Boss**, Barneveld	**95***	**52**	47*	**11**	**25**	23	**16,200**	16,200	—	—	—

1. Ownerships:
Gamma: Inter-Gamma, Netherlands
Praxis: PFH Division KBB, Netherlands
Wickes: Wickes, United Kingdom
Superdoe: Vendex International, Netherlands
2. Includes franchises
3. A.K.A. Cehave
4. 41 British Pounds
5. DIY/Farm mix

NHCN estimate

Source: *NHCN* survey of companies
$1 U.S. = 1.829 Guilders
NHCN chart

POPULATION 57,630,000

Small shops face chain challenge

From Italian, French and German firms

Italy is a land of new home improvement retailing opportunity.

Its inhabitants, even in the relatively wealthy north, mostly prefer spending their money at small shops rather than at mass merchant outlets.

As in Spain, however, there are several home center entries from other European nations trying to persuade the Italian public to change its shopping habits.

And unlike Spain, there are also local chains with big-time ambition. In fact, the country's largest chain is Milan-based Brico Center, which grew 22 percent last year with sales of 135 billion Lira ($110 million) from 31 stores. Brico Center is owned by the Italian distribution giant Rinacente.

Its smaller Italian competitors, with lower sales bases, grew even more dramatically in 1991. Eight-store Mister Brico and Brico Io, with 10 stores, grew in sales by 110 percent and 80 percent, respectively.

These kinds of results obviously appeal to Europe's more experienced Home Improvement retailers. France's Castorama entered Italy in 1989; OBI arrived last year. And there are persistent rumors that Leroy Merlin, Castorama's chief rival in France, is also looking at Italy.

As Castorama and OBI introduce French and German retailing, they're also making modifications to accommodate cultural differences. When the first Castorama opened, in Paderno (Milan), most of the selection was French. It is now reportedly 90 percent Italian.

Castorama has since opened a second Milan store in Bergamo and plans a third in Bollate during the summer of 1992. Another Milan store is planned for 1993, as well as the company's first venture into another area of northern Italy.

As Castorama has modified its approach to suit the market, shoppers have gradually become acclimated to its big stores. In fact, the Bollate store is expected to be the largest home center in Italy with 40,000 items displayed in 60,000 square feet of inside sales space and 25,000 square feet of garden area.

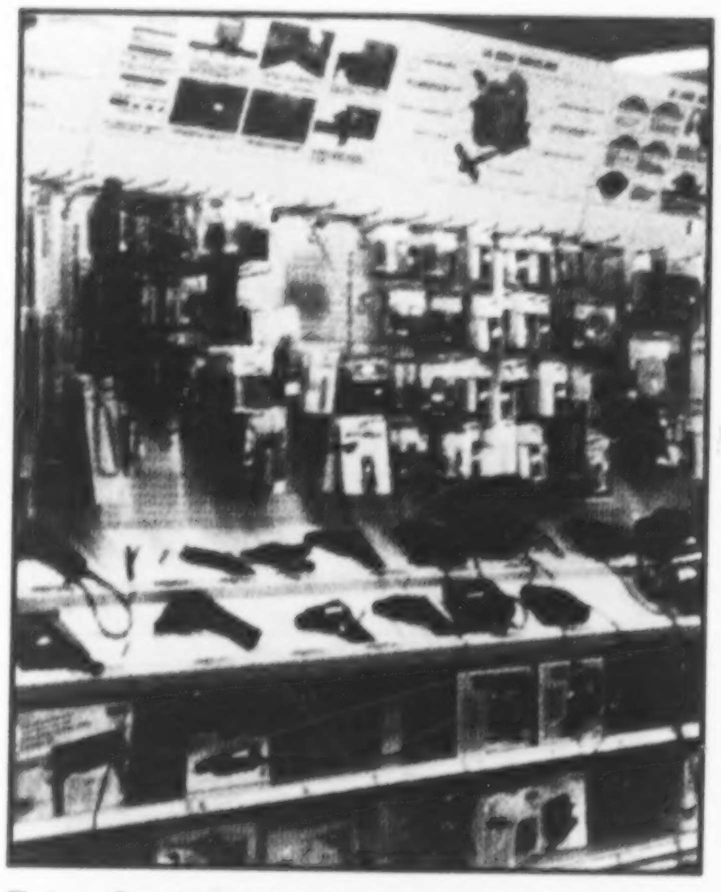
The company continues to move cautiously and expects to have eight to ten stores within the next five years.

In the meantime, OBI is also easing its way into Italy with stores that are scaled down considerably from its German outlets, which range from 46,000 to 75,000 square feet.

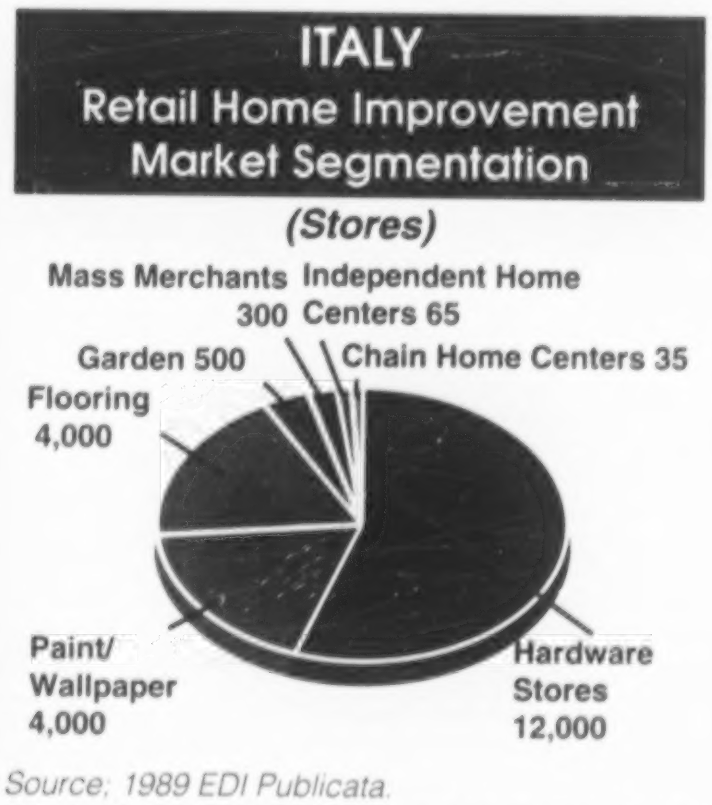
The company entered Italy in June 1991, with a 32,500-square-foot store near Pisa. It subsequently opened a 19,375-square-foot store near Bologna.

Characteristically for OBI, this expansion was based on a franchise partnership, in this case with a company called Gestione Bricolage Superal.

The Italian OBI stores are called Super Hobby. The company expects to open eight to ten in the next two years.



Brico Center, which opened its first stores only a few years ago, ended 1991 as Italy's largest chain with sales of $110 million from 31 outlets.



Source: 1989 EDI Publicata.

Italy is still a fragmented market where most home improvement purchases are made in small shops.

ITALY: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991 Lira	Sales (Mil.) 1991 $U.S.	Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores 1991	Stores 1990	Showroom sq. ft. Store avg. 1991	Showroom sq. ft. Store avg. 1990	SKUs Store avg. 1991	SKUs Store avg. 1990	Employees 1991
1	**Brico Center**, Milan[1]	**$1,350**	**110**	90	**22**	**31**	19	**27,000**	27,540	**16,000**	15,000	**430**
2	**Mister Brico**, Milan[2]	**280**	**23**	11	**110**	**8**	6	**40,000**	40,000	—	—	**61**
3	**Castorama**, Milan[3]	**247**	**20**	11	**82**	**2**	1	**49,680**	45,360	—	—	**140**
4	**Brico Io**, Milan	**155**	**13**	7	**80**	**10**	5	**12,000**	10,000	**14,000**	14,000	**27**
5	**Super Hobby**,[4] Prato	**73***	**6***	0	—	**3**	0	**27,000**	—	**20,000**	—	—

[1] 17 direct stores and 14 franchises in 1991; 14 direct stores and 5 franchises in 1990
[2] 4 stores and 4 franchises in 1991; 3 stores and 3 franchises in 1990.
[3] Ownership: Castorama, France
[4] Ownership: OBI, Germany
*NHCN estimate

Source: *NHCN* survey of companies
$1 U.S. = 1224 Lira
NHCN chart

SPAIN

POPULATION 40,190,000

Foreign chains dominate

From Belgium, France, Germany and the U.K.

In just four years, the DIY market in Spain has exploded. Consumers are discovering categories like lawn and garden and home storage, and they're learning to use leisure time to make home improvements.

Education about upgrading one's home is coming primarily from chains that entered Spain over the past few years from other European countries.

AKI, which is 50.5-percent owned by Belgium's GIB Group, opened here in 1988. A year later, Bauhaus, the German chain, entered Spain with a unit in Barcelona. France's Leroy Merlin opened in Madrid.

Last year, Texas Homecare, from the U.K., opened stores it calls Hiperhogar.

While these companies have expanded throughout Spain, the southern part of the country proved particularly attractive because it is a prime European tourist area. Along La Costa del Sol, Texas Homecare posted record demand for ceiling fans in January!

Consumers aren't the only ones being educated. Suddenly faced with chain competition, traditional hardware stores and small specialty shops are modernizing. And mass merchants are expanding their DIY offerings.

Jean-Marie Christiaens, chief executive of AKI, said this development has resulted in stronger competition today from the hypermarkets than from other home improvement chains.

Nevertheless, AKI eventually expects to post sales of $80 million from as many as 12 stores.

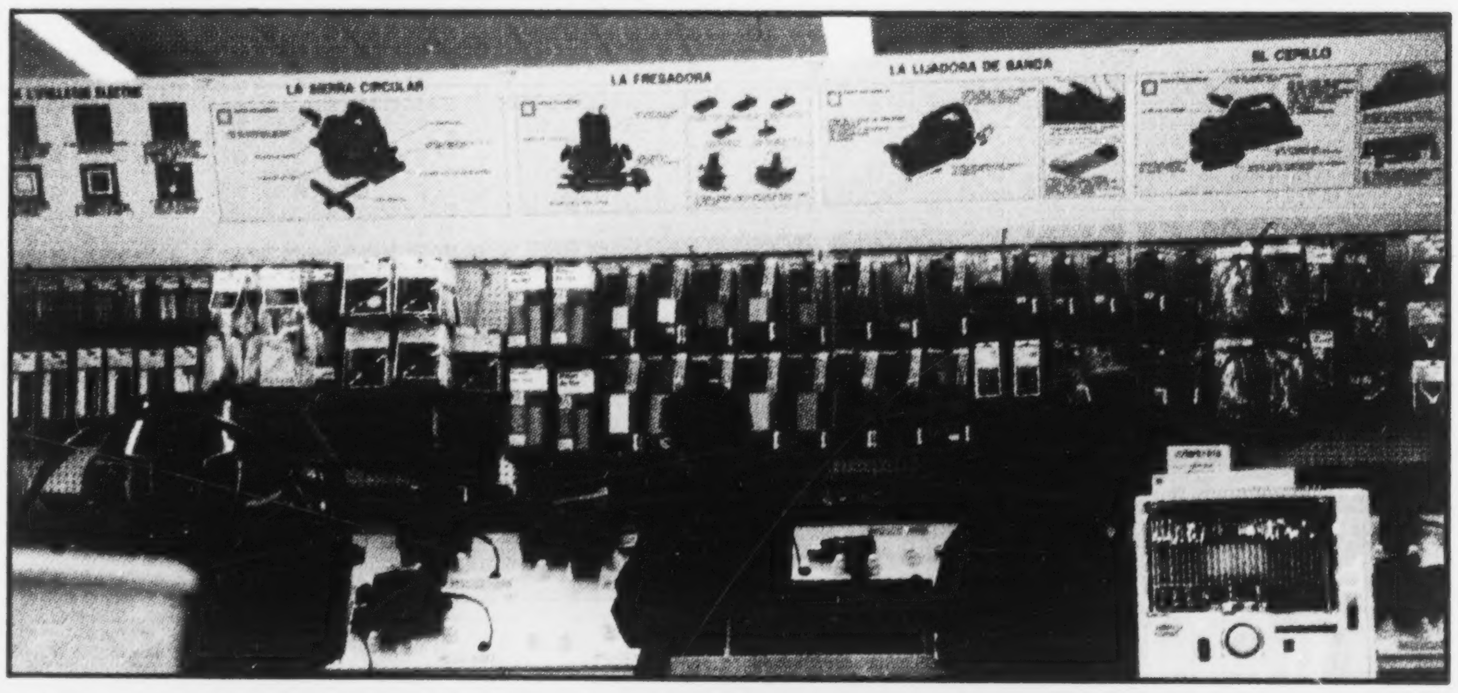
Texas plans to have eight stores open by year-end, while Leroy Merlin plans to open four.

Bauhaus, which opened two Spanish stores three years ago, seems to be pursuing the market less aggressively. Opportunities in eastern Germany and in East Europe may have shifted the chain's expansion priorities.

The Spanish home improvement market is still in its formative stages and chains are experimenting with merchandise. An increase in shoppers is prompting AKI to bring in more soft goods.

Products which AKI believes will transfer well from Europe and America are in the areas of recycling, water filtration and lumber.

Germany's Bauhaus opened its first Spanish store in 1989, in Barcelona.



AKI, which is 50.5 percent owned by Belgium's GIB Group, was the first chain entry into Spain in 1988.

SPAIN: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991 Pesetas	Sales (Mil.) 1991 $U.S.	Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores 1991	Stores 1990	Showroom sq. ft. Store avg. 1991	Showroom sq. ft. Store avg. 1990	SKUs Store avg. 1991	SKUs Store avg. 1990	Employees 1991
1	**AKI/Bricolage**, Barcelona[1]	**5,000**	**49***	36	**36**	**7**	6	**45,000**	45,000	**18,000**	18,000	**445**
2	**Bauhaus (Hagalo S.A.)**, Barcelona[2]	—	—	12	—	**2**	2	**64,580**	64,580	**25,000**	25,000	—
3	**Hiperhogar**[3], Madrid	—	—	0	—	**3**	0	**37,800**	37,800	**40,000**	40,000	—
4	**Leroy Merlin**[4], Madrid	—	—	—	—	**2**	1	**54,000**	54,000	—	—	—

[1] Ownership: 50.5% GIB Group, Belgium
[2] Ownership: Bauhaus, Germany
[3] Ownership: Texas Homecare, United Kingdom
[4] Ownership: Leroy Merlin, France
**NHCN* estimate

Source: *NHCN* survey of companies
$1 U.S. = 102.10 Pesetas
NHCN chart

AUSTRIA

POPULATION7,681,000

Chains expand nationally

Also target Hungary, Czechoslovakia

Some recent key events involving the Austrian market took place outside its borders, in neighboring Czechoslovakia and Hungary.

Last February, bauMax, the largest Austrian DIY chain, opened its first store outside that country, in Prague, the capital of Czechoslovakia. Just six weeks later, on April 1, the company moved into Hungary with the acquisition of a store in Kecskemet, a city about 135 miles south of Budapest.

By fall, bauMax expects to remodel its Hungarian store into 30,000 square feet of selling area organized according to the company's bauMax 2000 prototype, which incorporates wider aisles, expanded assortment and current retail technology.

BauMax already owns about 12 percent of the Austrian market, which is estimated to total 25 billion Austrian Shillings ($2.2 billion). All the Austrian home centers together account for perhaps 35 percent of the market.

While the market is becoming crowded, there is still some room for expansion. The population of 7.7 million is served by around 240 large stores with about 5 million square feet of total sales space, according to *DIY in Europe*, a German publication.

BauMax plans to grow from 50 to 70 stores within Austria in the next three to five years. Simultaneously, the company, which was established in 1976, is remodeling existing stores according to its bauMax 2000 prototype.

But the most remarkable Austrian home improvement industry growth may take place around the country's borders. With the demise of Communism in Eastern Europe, Austria is perfectly positioned to introduce its neighbors to Western-style shopping.

Austria's opportunity is further enhanced because Germany, its key potential competitor for Eastern growth, is preoccupied with developing its own five new states.

BauMax is set to open a second Czechoslovakian store this year in Bratislava. Another Hungarian store is planned for 1993, on the outskirts of Budapest in a location called Budapark Mall. This store is expected to be 50,000 square feet, including a garden center.

The company is planning 15 Hungarian stores within four years and 30 by the end of the decade. The expansion plans for Czechoslovakia are similar.

Following 45 years of Communism, the demand for quality home improvement products in Eastern Europe should be great. Whether people can afford them is another question.

Early results suggest that bauMax and other operators moving eastward are moving in the right direction. The bauMax Prague store, which carries 15,000 items in 35,000 square feet, is expected to produce about $7 million in annual sales.

While this performance does not match the extraordinary results that western German companies experienced in eastern Germany, the volume at least equals that of a comparable outlet in Austria.

bauMax
INFORMATION

Austria's largest chain, bauMax, is also expanding into Hungary and Czechoslovakia.

Austria: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991 Schillings	Sales (Mil.) 1991 $U.S.	Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores 1991	Stores 1990	Showroom sq. ft. Store avg. 1991	Showroom sq. ft. Store avg. 1990	SKUs Store avg. 1991	SKUs Store avg. 1990	Employees 1991
1	**Baumax,** Klosterneuburg	**3,000**	**$263**	228	**15**	**50**	46	**32,400**	31,300	**25,000**	25,000	**1,000**
2	**Bauwelt,** Vienna	**1,800**	**153**	131	**17**	**52**	46	**21,600**	18,360	**40,000**	40,000	—
3	**Bauhaus,** Wels	**1,600**	**140**	131	**7**	**21**	20	**29,000**	28,500	**25,000**	25,000	—
4	**Bauprofi,** Vienna	**1,400**	**119**	105	**13**	**38**	38	**27,000**	27,000	**20,000**	20,000	**800**
5	**Öbau,** Leoben	**1,179**	**103**	92	**12**	**19**	19	**25,000**	25,000	**13,000**	13,000	**1,115**
6	**Bautreff,** Linz	**900**	**79**	74	**7**	**15**	13	**29,200**	29,200	**55,000**	40,000	—

Source: *NHCN* survey of companies
$1 U.S. = 11.42 Austrian Schillings
NHCN chart

WORLD POWERS **JAPAN**

POPULATION 123,850,000

Retailers prepare to change

With the success of Toys 'R Us, larger stores are on the horizon

Japan, Asia's largest home improvement market, is at a crossroad.

While its industry, comprised of 2,020 home center-type retailers, enjoyed annual growth of 15 percent to 2.5 trillion Yen in 1991 (about $19 billion), new competition in a slowing economy is threatening the status quo.

Powerful new companies with quasi-governmental backing are entering the market, according to Hiroshi Maniwa, chairman of international activities of the Japan DIY Association.

Conglomerates in such industries as tobacco and rail transportation have been hurt by economic changes and are looking for new ventures. According to Maniwa, these companies are joining forces with entrepreneurs and are using government funding to open as many as 20 supersized DIY stores by the end of 1993.

The typical home center-style store in Japan averages around 500 *tsubos* (a *tsubo* equals about 36 square feet, so these stores would be around 18,000 square feet). These superstores will range to 1,200 *tsubos*, or around 43,000 square feet. And their appearance is pushing older retailers to open stores in the 600- to 700-*tsubo* range (25,000 square feet).

It is, perhaps, more than coincidence that the planned opening of much larger home centers here follows the entry into Japan of Toys 'R Us, the American-based toy retailer, which opened its first outlet in Tokyo in the first quarter of this year.

These new competitors will help define a market where home centers still don't have a corner on consumers' DIY purchases. Only within the last decade have home improvement products, traditionally found in department stores and mass merchants, been found in separate units that specialize in home improvement.

Meanwhile, new competition and a slow economy are forcing traditional Japanese DIY retailers to take a hard look at their merchandise mixes.

Changes are anticipated. But, for a variety of cultural and economic reasons, Japanese home centers may remain distinct from those in the West. For example:

- The merchandise focus is generally not on remodeling categories like lumber and building materials because of the relatively small size of Japanese homes and the nature of construction materials;
- A lot of hobby and craft items are found in Japanese stores, reflecting a cultural attitude that sees DIY not as a project-oriented means to an end, but as a process and a source of pleasure;
- Finally, stores often offer pet food, clothing, automotives, small electronics, toys and other items associated with general merchandise stores, because the Japanese retail market is not particularly segmented.

Japanese home centers usually are relatively small and carry a wide assortment of non-home improvement items such as housewares, clothing and toys.

JAPAN: Retail Market Leaders

Rank 1991	Company	Sales[1] (Mil.) 1990		Sales 1989 ($U.S. Mil.)	% Change 1989-1990	Stores		Showroom sq. ft. Store avg.		SKUs Store avg.		Employees[2] 1990
		Yen	$U.S.			1990	1989	1990	1989	1990	1989	
1	**VivaHome,** Ageo City	92,000	692	566	22	50	42	12,400	11,900	—	—	1,230
2	**Keiyo,** Chiba City	87,600	659	521	26	62	52	16,100	15,140	—	—	1,900
3	**Kahma,** Kariya City	84,900	639	554	15	51	47	18,300	17,120	—	—	1,445
4	**Tokyu Hands,** Tokyo	75,500	568	434	31	8	7	61,800	57,200	—	—	3,065
5	**Cainz,** Isezaki City	58,000	437	422	4	75	75	9,200	9,000	—	—	1,280
6	**Nafuco,** Kita-Kyushu City	55,000	414	346	20	66	61	17,400	15,800	—	—	2,660
7	**Joyful Honda,** Tsuchiuna City	45,000	339	286	19	7	6	21,800	22,900	—	—	785
8	**Ishiguro Homa,** Sapporo City	36,000	275	249	10	27	24	16,600	16,000	—	—	745
9	**Shimachu,** Ohmiya City	32,900	248	199	25	20	19	15,330	14,150	—	—	800
10	**Do It,** Yono City	32,200	242	210	15	20	18	22,800	22,700	—	—	1,185

[1] Source: Diamond-Friedman, Toyko

[2] Includes part-time employees

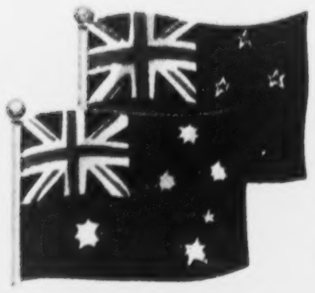
Source: *NHCN* survey of companies
$1 U.S. = 132.86 Yen
NHCN chart

AUSTRALIA

POPULATION 17,260,000

Leaders still expanding

But two-year recession makes growth difficult



Growth is always a challenge in Australia, with a population of only 17.3 million, about the same as Texas', clustered along the coasts of a country that's somewhat smaller than the United States.

For home improvement retailers in a consolidated industry, the challenge has been compounded in the past two years by a deep recession and accompanying high unemployment, slow home building and savings and loan failures in the state of Victoria.

The top four home center chains control almost a quarter of the DIY/Building Material Market that is estimated at 12.5 billion to 20 billion Australian dollars, or between $9.9 billion and $15 billion in American currency.

The two leading companies, Mitre 10, a dealer-owned co-op, and BBC Hardware, continue to expand their market share. Mitre 10, through dealer recruitment, now has 641 stores and generated 1.642 billion Australian dollars ($1.259 billion) in 1991. BBC Hardware, through acquisition, has built itself into a 140-unit chain that generated 641 million Australian dollars ($492 million) last year.

Competition is becoming more intense as building slows. Timber merchants, for example, are now courting the DIYer as well as traditional professional customers. Discounters are promoting DIY items as loss leaders.

But companies are taking advantage of the economic slowdown to refocus their operations and prepare for an upturn:

- McEwans Holdings Ltd., the 90-unit retailer, switched to a project selling approach and increased its offering in building materials and paint last year;
- BBC Hardware will launch its first warehouse store, an 80,000-square-foot unit in Sydney, later this year, and has beefed up its lumber assortment.

Many dealers are importing direct from Asia, rather than buying through agents, to improve profitability.

In addition, retailers are engaged in scanning, quick response and EDI with their suppliers.

The recession has also caused consolidation among suppliers, particularly in the building materials field.

AUSTRALIA: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991		Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores		Showroom sq. ft. Store avg.		SKUs Store avg.		Employees 1991
		$Australian	$U.S.			1991	1990	1991	1990	1991	1990	
1	**Mitre 10,** Melbourne	**1,642**	**1,254**	1,174	**7**	**641**	636	**15,700**	14,000	**13,500**	10,800	**5,920**
2	**BBC Hardware,** Sydney	**641**	**489**	392	**25**	**140**	121	**27,000**	25,000	**18,000**	15,000	**2,942**
3	**McEwans Hld. Ltd.,** Melbourne	**395**	**301**	293	**3**	**90**	90	**16,500**	16,500	**10,000**	10,000	**3,800**
4	**Bunnings Building Supplies,** Perth.	**160**	**122**	115	**6**	**42**	38	**21,000**	21,000	**16,500**	16,500	**1,030**
5	**Harcros Timber,** Sydney	**40***	**53***	51*	**4**	**16**	19	**15,000**	15,000	**12,000**	12,000	**331**

**NHCN* estimate

Source: *NHCN* survey of companies
$1 U.S. = 1.3098 Australia
NHCN chart

Dealer-owned co-ops serve retailers worldwide

Much of the retail world is served by dealer-owned distribution companies, known as cooperative wholesalers.

These cooperatives share many of the same concerns: providing dealer financing; supporting the predominantly independent members against chain competition; responding to industry consolidation; and finding innovative, cost-effective store designs and merchandise.

Business around much of the world was soft last year for these firms, which capture about 60 percent of their dealer-members' purchases.

The areas of greatest growth last year were in virgin markets like eastern Germany and eastern Europe.

In anticipation of a "borderless" Europe, there has been some cooperative consolidation.

Germany's Nurnberger Bund remains the world's largest cooperative, with 1991 sales of around $2.5 billion, and has acquired other German cooperatives to fuel its growth.

The German firm's growth is aimed squarely at the eastern part of the country, and there are concerns that Nurnberger Bund could begin marketing across international borders in the next year.

The body most involved in worldwide cooperative distribution is the informal Interlink group, consisting of senior officers of the world's hardware cooperatives.

Interlink members operate co-ops in Scandinavia, Europe and North America. A representative of a South African cooperative attended the Berlin Interlink meeting in March 1992.

The next meeting of the Interlink group is scheduled to take place in

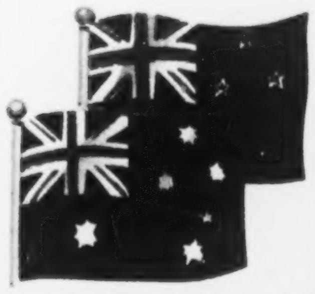
WORLD POWERS

NEW ZEALAND

POPULATION 3,483,000

Market reels from U.K. trade shift

Placemakers, Mitre 10 continue growth



The economy of this isolated country of 3.5 million inhabitants was transformed five years ago when it lost its favored nation trading status with the U.K.

Until then, New Zealand was protected from market forces as the U.K. bought its agricultural products at subsidized prices. That all changed in 1987, after England joined the European Economic Community (EEC), whose members required New Zealand to compete without special advantage.

Since then, unemployment in New Zealand has risen sharply to 10.7 percent, home building permits last year fell by 20 percent to 17,522 units and population growth became static.

Indeed, the size of the DIY Building Materials market dropped by half to an estimated 1.1 billion New Zealand dollars ($595 million) last year.

Yet the two national do-it-yourself companies, Mitre 10, a dealer-owned co-op, and Placemakers, continue to grow and control about 60 percent of the market.

Retailers Carter Holt Harvey and Benchmark control another 20 percent, but only have stores on North Island, where two-thirds of the population resides.

Today, Mitre 10's dealers operate 192 stores, and by offering members help with planogramming, store design, bar coding and computers, the co-op still achieves a strong annual growth rate (13 percent last year) in a market absent of real competition.

Placemakers, its closest competitor, is the retail arm of New Zealand's largest company, Fletcher Challenge Ltd., which is refocusing its attention on other industries.

values
shelving
values
Willow

Mitre 10, shown here, and Placemakers continue to grow, despite the tough economy.

NEW ZEALAND: Retail Market Leaders

Rank 1991	Company	Sales (Mil.) 1991		Sales 1990 ($U.S. Mil.)	% Change 1990-1991	Stores		Showroom sq. ft. Store avg.		SKUs Store avg.		Employees 1991
		$N.Z.	**$U.S.**			**1991**	1990	**1991**	1990	**1991**	1990	
1	**Placemakers**[1], Auckland	**400**	**217**	214	1	**59**	63	—	—	**15,000**	15,000	**1,360**
2	**Mitre 10**, Auckland	**375**	**205**	180	13	**192**	195	**5,051**	5,048	**23,000**	22,000	**1,500**
3	**John Edmond Ltd.**, Dinedin	**54**	**29**	27	7	**6**	6	**30,000**	30,000	**12,000**	14,000	**220**

[1] Ownership: Fletcher Merchants Ltd., Auckland

Source: *NHCN* survey of companies
$1 U.S. = $1.8399 New Zealand
NHCN chart

Chicago in August 1993.

Many of the world's largest co-op distributors are included in the chart that accompanies this story.

Co-ops at a Glance

North America

Ace Hardware Corp., Oak Brook, Ill.; Cotter & Company, Chicago; Hardware Wholesalers, Inc., Fort Wayne, Ind.; Home Hardware Stores Ltd., St. Jacobs, Ontario; Le Groupe Ro-Na, Inc., Boucherville, Quebec; Our Own Hardware, Burnsville, Minn.; ServiStar Corp., Butler, Pa.

Europe

CIFEC, Barcelona, Spain; D2, Glostrup, Denmark; E&H Einkauf und Lager AG, Winterthur, Switzerland; Home Hardware South West Ltd., Braunton, N. Devon, U.K.; Jarnia AB, Ulricehamn, Sweden; Jernia A/S, Oslo, Norway; Menouquin S.C., Bivelles, Belgium; Nurnberger Bund, Essen, Germany; Rautakontori OY, Helsinki, Finland; SAPEC, Clermont, France; Uniferro, Heerhugowaard, Netherlands

Australia/New Zealand

Mitre 10, Aukland, New Zealand; Mitre 10 (Australasia), Parramatia, NSW, Australia.

NHCN chart

Mitre10
service
quality
tools
Look!

Co-ops operate in many countries, such as New Zealand and Australia, where Mitre 10 is strong.

C5150-6

National
Home Center News®

Vol. 18 No. 11 $5 a copy The Journal of News & Trends for Home Imrpovement Retailers, Co-op & Wholesalers Published by Lebhar Friedman Inc. June 8, 1992

Hechinger gets aggressive

Will roll out Home Project Centers chainwide; Plans beachhead for Home Quarters in Detroit

by Elizabeth Brent

LANDOVER, Md. — In one of the bolder moves in its 80-year history, Hechinger Co. will remodel all its stores to conform with its Home Project Center concept. The company also will expand its Home Quarters Warehouse division into the Detroit market, where HQ will eventually have 20 stores.

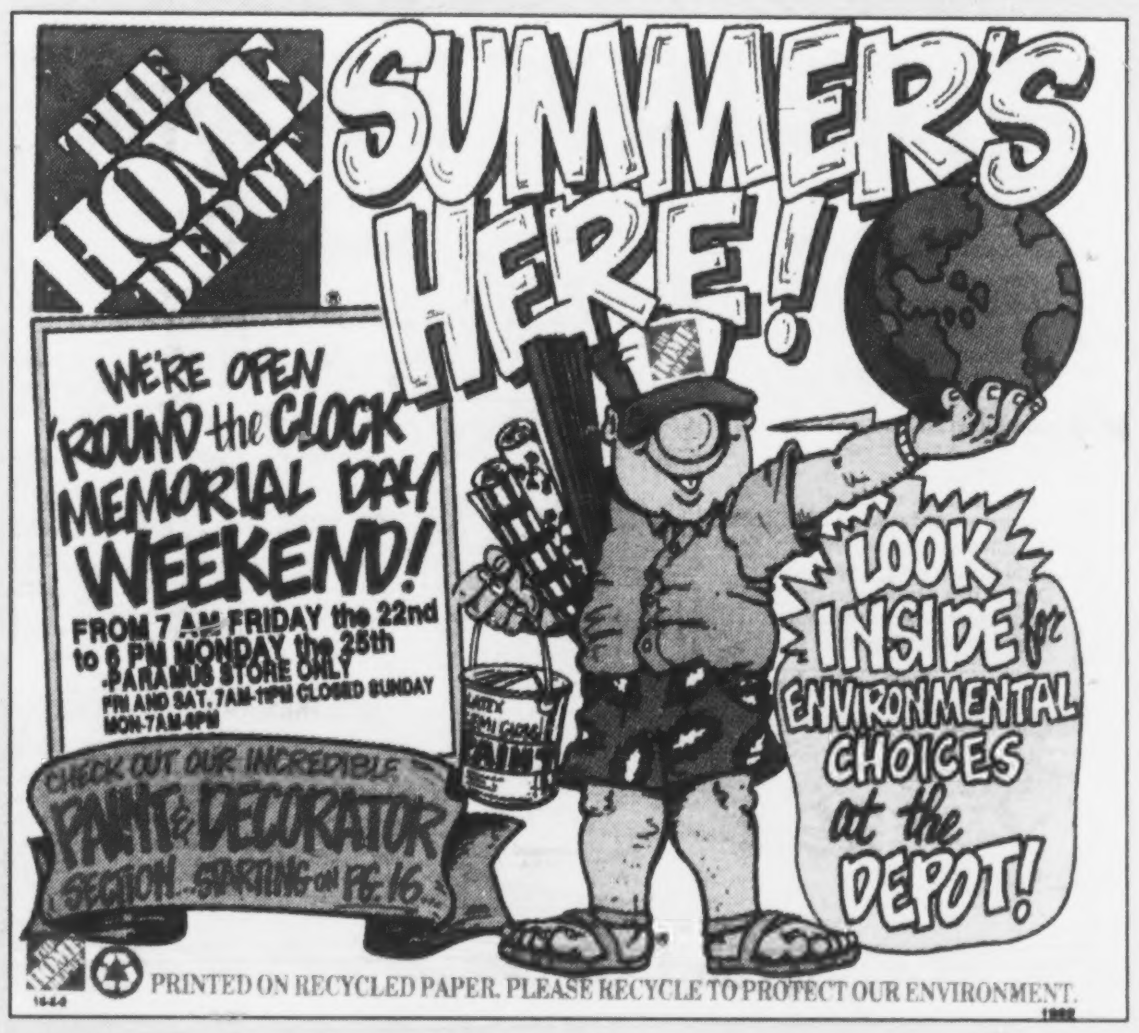
Hechinger took a charge against first quarter earnings to set up a one-time, after-tax strategic reserve of $57.3 million, or $1.37 a share, to cover the estimated costs of converting its remaining 67 stores to new, remodeled and enlarged Home Project Centers.

Because of that charge, Hechinger reported a net loss for the quarter of $51 million, although quarterly sales were up 12 percent to $439.9 million, and comp-store volume rose 7 percent.

The Home Project Center concept was launched in March 1991, and there are now 11 of them in the Baltimore area.

Hechinger's strategy is to use the revenues generated by the Home Project Centers to finance the growth of its HQ division. These Centers gen-

(Continued on page 26)


THE HOME DEPOT
SUMMER'S HERE!
WE'RE OPEN 'ROUND the CLOCK MEMORIAL DAY WEEKEND!
FROM 7 AM FRIDAY the 22nd to 6 PM MONDAY the 25th
PARAMUS STORE ONLY
FRI AND SAT. 7AM-11PM CLOSED SUNDAY
MON-7AM-6PM
CHECK OUT OUR INCREDIBLE PAINT & DECORATOR SECTION...STARTING on PG. 16
LOOK INSIDE for ENVIRONMENTAL CHOICES at the DEPOT!
PAINT
PRINTED ON RECYCLED PAPER. PLEASE RECYCLE TO PROTECT OUR ENVIRONMENT.

***Home Depot's** 32-page, four-color circular touts 24-hour-a-day holiday weekend hours on the front page.* NHCN photo

Late Night with Home Depot

Keeps 6 N.J. stores opened round-the-clock during holiday weekend

by John Caulfield

PLAINFIELD, N.J. — Home Depot kicked off the summer by keeping its New Jersey stores open for 24 hours a day during the three-day Memorial Day weekend.

This may be the first time a retailer in this industry has kept its stores opened around-the-clock for more than a single day.

Most of Home Depot's warehouse units in the state were opened from 7 a.m. on Friday, May 22 through 6 p.m. May 25. (Its Paramus, N.J., unit did not open Sunday because of Blue Law shopping restrictions in Bergen County.) Normally, each store is open from 7 a.m. to 10 p.m. weekdays, 8 a.m. to 6 p.m. Sundays.

Home Depot's stores in New Jersey and New York are producing the heaviest per store sales for the chain, and its reason for keeping the stores here opened all night was "to spread the same number of customers out over the three days," said company spokesman Jerry Shields. "We did do more business, but that was not our primary intent."

Apparently it worked. While he declined to disclose weekend sales figures, Shields gave one example of a shopper who came into one of the stores at 3 a.m. and left two hours later with enough materials to build a deck.

This reporter paid a visit to the Old Bridge, N.J., Home Depot on Sunday night at 11 p.m. and found the parking lot half-full and the store doing fairly brisk business. That store's manager, Greg Placidi, told *NHCN* on Monday morn-

(Continued on page 4)

Lumber market quiet but queasy

Shortages still loom, but some concerns assuaged

by Gary S. Ruderman

NATIONAL REPORT — Recent rulings on logging in spotted owl territory in the Pacific Northwest, as well as other timber-harvesting issues that have now surfaced, are expected to have little immediate effect on the timber supply or prices at retail.

Prices for dimensional and panel lumber products have backed off from first quarter record levels, according to *Random Lengths*, the forest products newsletter. Only Western SPF (Spruce-Pine-Fir) and green Canadian SPF boards were higher at the end of May, and composite plywood prices were up only $1 per 1,000 square feet.

And recent reports about the still low levels of home building give no indication that housing construction is going to put unexpected pressure on lumber supplies any time soon.

(Continued on page 4)

HWI powers up Do-it Best lineup

Co-op to roll out slew of specialty programs

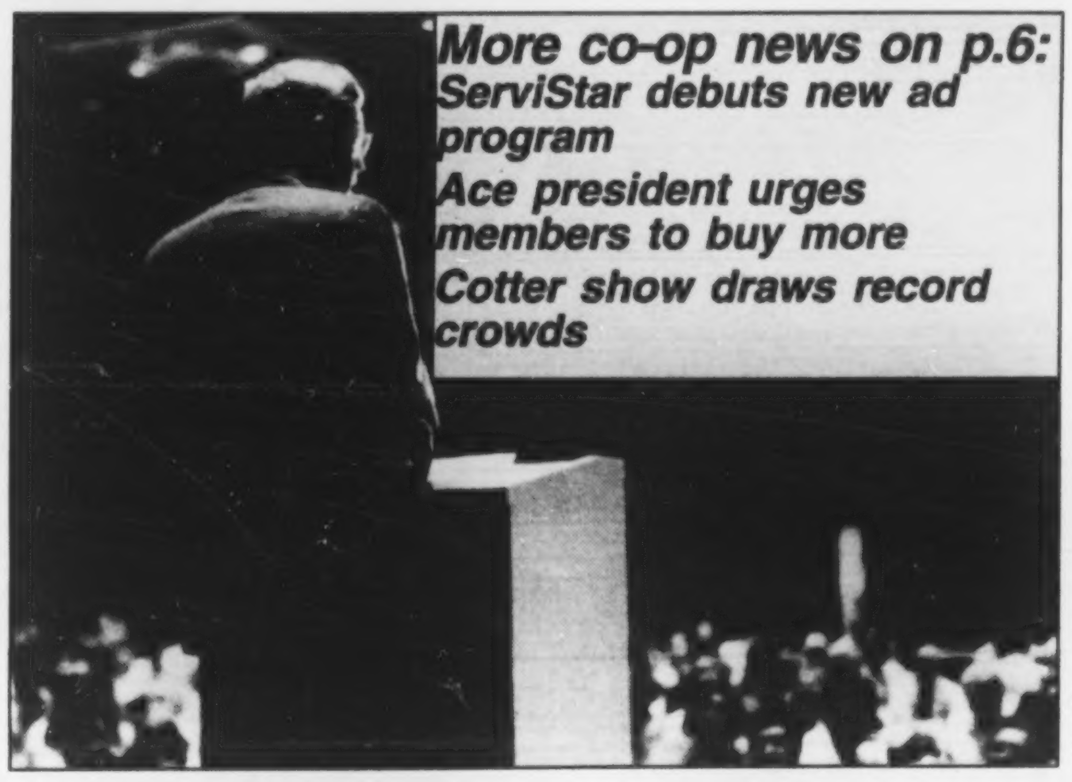
by Robyn Taylor

INDIANAPOLIS — Hardware Wholesalers Inc.'s latest innovation, the Do-it Best green garden center, is only the first of a series of power departments that the co-op plans to offer members.

At HWI's Spring Market, held here last month, the co-op unveiled its "cafeteria" of power departments that members can choose from to strengthen their businesses.

The co-op will start rolling out the

(Continued on page 26)



More co-op news on p.6:
ServiStar debuts new ad program
Ace president urges members to buy more
Cotter show draws record crowds

NHCN photo

***Executive vp Mike McClelland** addresses dealer-members at HWI's Spring Market in Indianapolis.*

Buying a second-generation computer p.4
Sales spurt spurs Lowe's to expand p.4
Checkstands carry consumer clout p.18

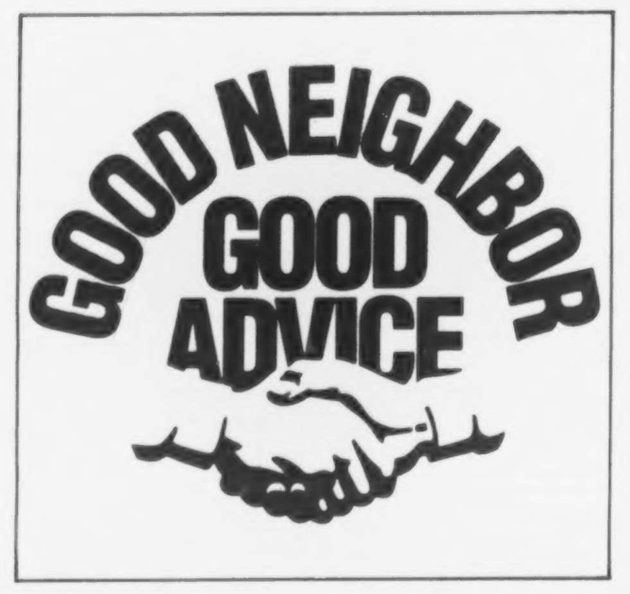
ServiStar offers rebate program

Hopes to garner member support for new marketing effort

BALTIMORE — ServiStar managed to bump its Spring Market attendance by some 70 percent thanks to a special rebate program that gave back as much as $600 to some dealers for participating.

The Butler, Pa.-based hardware co-op offered the rebate to ensure optimal member support for its new marketing program, "Good Neighbor, Good Advice." ServiStar required owners to attend the marketing program's May 17 unveiling, and to check in each day they attended the rest of the show. Members received a $150 rebate for each day they attended; those who showed up all four days received $600.

To finance the rebate program, ServiStar charged participating vendors double the usual fee for exhibition space. ServiStar's chief operating officer, Paul Pentz, said it was vital that as many members as possible show their support for the new campaign. And the rebate seemed to work: 2,500 stores said they would attend.



***ServiStar unveiled** its ad program at its Spring Market, where attendees were given rebates.*

The co-op offered a presentation explaining "Good Neighbor, Good Advice." The marketing campaign comprises three aspects: Local TV and print ads tout Saturday sales promotions; a nationwide ServiStar image-building campaign uses national magazine and TV network media; and "Tools for Tomorrow" lets members help their local vocational and technical schools with donations of money, tools and other merchandise to support curricula.

With each sale of ServiStar private label products, the co-op makes a contribution to a central fund used to keep the program going. And, through an All-American Vocational Student Award Program, ServiStar will provide cash awards from the local to national level for students who excel in their academic and vocational studies.

Cotter show draws record crowd

Co-op's first show for Macleod-Stedman dealers also a hit

CHICAGO — Cotter & Co.'s spring buying market last month enjoyed a record 21 percent increase in member attendance, according to preliminary figures.

Indeed, the market at Cotter's headquarters was crowded. At times, dealers' carts caused gridlock in the narrow aisles.

Dan Burton, Cotter's vp-member services and development, estimated that 7,300 people representing 3,000 of the co-op's 8,100 stores came to the Chicago show from April 27 through May 7. Dealer order figures were not available.

Immediately following the Chicago show, Cotter held its first buying show in Winnipeg, Manitoba, for dealers affiliated with the recently acquired Macleod-Stedman franchisor. Cotter officials reported a large turnout there as well.

The nation's largest co-op also made the following announcements:

- This summer, the co-op's senior managers will begin spending time working in retail stores in an effort to get closer to members;
- A new Store of First Choice design and logo was unveiled during the show. While staying with red, white and blue colors, overall signage is larger and endcap signage has been upgraded with three-dimensional accents. The new True Value logo now appears with brush-stroke accents below it;
- The co-op also unveiled another niche merchandising program aimed at the marin products market.

Ace cracks down on vendors

DALLAS — Ace Hardware Corp. will get tougher with vendors who consistently sell large-chain retailers at prices lower than those offered to the nation's second largest cooperative buying group.

In his address to dealers at a May buying show here, Ace president Roger Peterson said big retailers were getting lower prices than the co-ops, even though the buying groups offer greater benefits.

"Ace gives broader distribution to new products than Home Depot," Peterson said, "but dealers don't participate." At present, Ace's 5,300 dealers buy 58 percent of their total store merchandise through Ace. Peterson urged dealers to boost that percentage.

Big dealers shouldn't get lower prices than the co-ops, says president Peterson.

In an interview following the speech, Peterson said Ace was going to get "more aggressive and tougher with vendors" who allow competitors to sell products at prices below a level at which Ace can buy.

Ace also unveiled new ad campaigns featuring "Made in America" and "Salute to the American Worker" themes; first-time Spanish-language Ace TV ads in Los Angeles and Miami; and a Continental Airlines flight coupon program, in which consumers could trade in Ace store register receipts for airline tickets.

Simon's to shut Concord unit in reorganization

WALNUT CREEK, Calif. — Simon Stores will close its Concord, Calif., unit by the end of June as part of a wider restructuring program.

It will continue to service this market from its flagship store, just six miles to the south, and will embark on an interim renovation there. This will increase its focus on three areas of specialization: kitchen and bath, patio and garden, and basic hardware.

The 45,000-square-foot Concord unit was opened 13 years ago as an insurance policy when its flagship unit was threatened by a possible city redevelopment program, according to Marc Kaplan, president of the three-unit company.

This move will boost the chain's focus on K&B, patio and garden, and hardware.

"In the last five years, spending increased in the Concord market by probably 15 to 20 percent but retail square footage was up by 200 percent," said Kaplan.

Simon's current competitors include Home Depot, which opened one year ago, HomeBase and Orchard Supply Hardware as well as Costco, Price Club and Target. Not everyone would agree that the market is overcrowded, though, as Yardbirds opened a 50,000-square-foot store in eastern Concord in early May.

Simon Stores' margins have declined substantially and today it matches anybody's lowest price. But its thrust remains toward selling projects and offering special services. It added an installed-sales program seven months ago and will incorporate several of its experienced salespeople into the Walnut Creek store.

Simon's third unit serves the separate market of Pleasanton, about 20 miles away, and was revamped earlier this year to concentrate on the same three core areas. This store also faces competition from Orchard and Home Depot.

NHCN's World Powers report now available

NEW YORK — *National Home Center News* recently published a comprehensive report on the worldwide retail home improvement industry.

The report, called World Powers of Home Improvement Retailing, appeared in selected editions of the May 25 Retail Scoreboard, and was sponsored by the American Hardware Manufacturers Association.

It contains current research about the home improvement industry in these countries: the United States, Mexico, Canada, Germany, France, the United Kingdom, Belgium, the Netherlands, Italy, Spain, Austria, Japan, Australia and New Zealand.

Also included are details about hardware cooperatives worldwide and a directory of the top 100 home improvement retailers in the world.

Copies of the report are available from *NHCN* and the AHMA. Contact William P. Farrell, president and ceo, AHMA, 801 North Plaza Drive, Schaumburg, Ill. 60173-4977, Phone: (708) 605-1025, Fax: (708) 605-1093.

Corrections

L.G. Cook Distributing, a hardlines wholesaler based in Grand Rapids, Mich., has amended the information it provided to *NHCN* for the newspaper's annual Distributor Scoreboard (May 11, 1992). David Cook, the company's president, stated that L.G. Cook's 1991 sales rose by 21 percent to $133 million, making it the third largest hardlines wholesaler last year. Its employee count rose to 300 from 270, and it has 61 outside salespeople.

In that same issue, Alltrade, the City of Commerce, Calif.-based tool manufacturer and importer, was inadvertently included on the hardware distributor listing.

WANTED: your CLOSEOUTS
$3,000,000 CASH
AVAILABLE FOR YOUR CLOSEOUTS
• SURPLUS • SALVAGE • CLOSEOUTS
• BUY-BACKS • INSURANCE & FREIGHT CLAIMS
TURN SLOW INVENTORY INTO CASH!
• HARDWARE • BUILDING MATERIAL
• GARDEN SUPPLIES • CARPETING
• ELECTRICAL • CABINETS • HOUSEWARES
OLLIE'S Bargain OUTLETS
6040 CARLISLE PIKE, MECHANICSBURG, PA 17055
Contact MARK BUTLER or MORT BERNSTEIN AT→ PHONE: (717) 766-2352 FAX: (717) 766-3870

WANTED FOR CASH
We'll Buy It!
• CLOSE-OUT INVENTORIES
• YOUR OVER STOCKS
• YOUR BUY BACKS
• DISCONTINUED INVENTORIES
PMC
George Coleman
President
PMC LIQUIDATORS, INC.
31005 Solon Rd., Solon, Ohio 44139
216-349-4050 FAX 216-349-4835

CLOSEOUTS
BUYOUTS
SURPLUS
Will buy for cash! Bathroom fixtures, vanities, plumbing, kitchen cabinets, doors & windows, paint, electrical, building materials, hardware & flooring.
SURPLUS CITY
Contact: Rob Brenner
Tel: 508-997-3389
Fax: 508-990-7314
718 Dartmouth St.
Dartmouth, MA 02748

WEISMAN SALVAGE & SURPLUS
NEW YORK'S #1 LIQUIDATORS
CLOSE-OUT MERCHANDISE WANTED
HOUSEWARES, WINDOWS, BUILDING MATERIALS, DOORS, SKYLIGHTS, KITCHEN CABINETS, FLOORING, CONSUMER GENERAL MERCHANDISE
CONTACT: LEONARD WEISMAN
SKIP ABRAMS
95-15 Beach Channel Drive
Rockaway Beach, New York 11693
Tel (718) 474-3700
Fax (718) 474-5442

Project Ideas & Know-How

Sunset
Bathroom Remodeling
HANDBOOK
Ideas for Great Bathrooms
Sunset
Plumbing

The best way to increase your product sales!

Sunset is the recognized leader in the do-it-yourself information field.

What does this mean to you? A guaranteed way to increase your sales of tools and materials.

How? When you increase the D-I-Y competence and confidence level of your customers, you increase their capacity and willingness to buy your store's products.

Sunset is not only the best how-to information source available, it is the most profitable!

Why? Sunset inventory turns . . . typically 5 to 6 times per year, for a GMROI of 3.0 or better.

© Sunset Publishing Corporation

Teaching how-to skills and providing project ideas is our only business and has been for more than 50 years.

And, we'll help you sell our books and videos:
• In-store service
• FREE displays
• Co-op advertising

Bring D-I-Y know-how and projects to your customers and you'll sell more tools and materials . . . guaranteed!

Call (800) 227-7346.
In California, (800) 321-0372.

Sunset
BOOKS & VIDEO

Circle (024) on Reader Service Card

HWI prepares arsenal of power departments

(Continued from page 1)
programs next month with its commercial/industrial power department and complete the offerings in the fall of 1993, with a complete bridal and groom registry department.

Some of the other power departments are an upscale brass and hardware area, Do-it Best home decor, Do-it Best kitchen and bath and Do-it Best millwork.

Executive vice president Mike McClelland said that, although the Do-it Best departments were designed to conform to the look of the Do-it Center stores, members do not have to be Do-it Centers to take on individual power departments. In fact, McClelland made the point that the "power department" maintains HWI's longstanding policy of allowing dealers to make their own choices about what programs they decide to implement.

It could be argued, though, that the development of these departments is a cagey marketing move by HWI to get its dealers-members on the first step toward converting their stores to full-blown Do-it Centers. (Nine years after the introduction of the Do-it concept, 370 of HWI's 3,100 dealer-members have converted to it.)

McClelland explained that the co-op's power departments are not designed to give members a "niche" in any particular area. When a member puts in a Do-it Best department, that store will not just sell a particular category, but be the leader in that department, he added.

"The Do-it Best department will identify the store in the community," said Tom Barfell, power department development manager.

To help members get started in the programs, HWI will supply them with inventory, advertising, department planograms and product knowledge and training sessions.

New signage program

HWI also revealed that it plans to roll out a new signage program for its Do-it stores that, according to McClelland, reinforces the stores' image for high-quality products at low prices.

The program, which is set to debut in about six months, is known as the "Integrated Communications Package." It was developed by the Watt Group, a Canadian-based design firm that came up with the Do-it concept in 1981.

The innovative signage program will create an atmosphere of excitement in HWI stores and encourage consumers to shop for longer periods, McClelland said.

At the show, the company reported that its sales through the first 10 months of its fiscal year were up 9 percent, spearheaded by the co-op's new Woodburn, Ore., DC, which was 40 percent ahead of budgeted sales for the year, and 74 percent ahead in the month of April. Also leading the sales charge was HWI's paint program, whose year-to-date sales were up 15 percent. On the first day of the show, paint orders were up 60 percent over the show's opening day last year.

More than 1,000 dealers and other visitors attended this year's show, including 72 prospects from other co-ops. There were also contingents from Mexico, where HWI appears to be aiming for considerable growth over the next several years.

Hechinger readies for Detroit assault with HQ

(Continued from page 1)
erate about $17 million per store in annual sales, or 40 percent more than a traditional Hechinger unit.

"It's a new beginning, it clears the decks on the old Hechinger and makes way for the new," said John Hechinger Jr., president and chief executive officer.

HQ expansion strategy

Hechinger will convert eight stores to the Home Project Center format this year, starting in the Washington and Philadelphia markets, and roll out 10 to 12 stores per year over the next few years, with 47 remodeled or relocated by 1994.

As a prelude to the conversions, stores will cut prices and add special services.

Hechinger will use its HQ format to expand its presence in the Midwest. The company will open four HQ stores in Detroit in 1993, and 20 units are projected for greater Detroit and other Michigan markets, including Ann Arbor.

"We here at HQ are very excited. [Detroit is] a large metro market, and we think we can be highly successful there," said Frank Doczi, president of the 35-unit HQ division. He added that Hechinger will only move into metro markets where it has secured several locations for HQ units.

Detroit will be the core of HQ's training and management for the Midwest, with its own regional vice president. The main warehouse competition in Detroit will be Builders Square, with 11 stores. The Detroit HQ units, together with HQ's multistore presence in Cincinnati and St. Louis, "begin to position us for other moves," said Doczi.

Authorization to photocopy items for internal or personal use, or the internal or personal use of specific clients, is granted by *National Home Center News* provided that the base fee of $.25 per copy is paid directly to Copyright Clearance Center (CCC), 27 Congress Street, Salem, MA 01970; telephone 508-744-3350. For those organizations that have been granted a photocopy license by CCC, a separate system of payment has been arranged. The fee code for users of the Transactional Reporting Service is **0192-6672/91/$.25 PER ARTICLE.**

Advertisers Index

For further information on products advertised in this issue, fax or mail the free Reader Service Cards provided in retailer and wholesaler subscriber copies, located between pages 18 and 19. Refer to the page numbers, and **reader service numbers** listed below.

Boldface denotes reader service number

Advertiser	Page	Reader service number
American Hardware Mfg. Assoc.	20,21	**016**
American Stone Mix*	14A-D	**010**
ASI Trailers	11	**006**
Autodesk	7	**003**
Clairson International	23	**021**
Crawford Products	12	**008**
CSM, Inc.	15	**013**
Dogloo	9	**004**
Emco Specialties	19	**015**
Fla. Orthopedics	14	**009**
Fluid Management/Miller Mfg.	22	**020**
Gemini Industries	27	**025**
Georgia-Pacific Corp.	16,17	**014**
Glasteel Tennessee	23	**022**
Glidden	23	**023**
Jones Blair Co.*	10	**005**
Larson Manufacturing	22	**017**
Macco Adhesives	22	**018**
Makiki Electronics	15	**012**
Merillat Industries	28	**055**
National Manufacturing	5	**002**
Owens-Corning Residential	2,3	**001**
Phoenix Millwork	15	**011**
Simpson Strong-Tie	22	**019**
Sunset Publishing	26	**024**
Tolko Industries	11	**007**

This index is provided for the convenience of our readers, and as a service to our advertisers. While every precaution is taken, the publishers assume no liability for errors or omissions.
*Asterisk indicates regional ad.

National Home Center News (ISSN 0192-6772) is published 23 times a year, twice a month, monthly in December, by Lebhar-Friedman Inc., 425 Park Ave., New York, N.Y. 10022. Subscription rate: $89 per year in the U.S.; $99 in Canada; $239 in all other countries (air mail only). Second-class postage paid at New York, N.Y., and additional mailing offices. Postmaster: Please send address changes to Subscription Dept., National Home Center News, P.O. Box 31185, Tampa, Fla. 33631-3185. Vol. 18, No. 11, Copyright© 1992 by Lebhar-Friedman Inc. All rights reserved.

C5130-6

National
Home Center News®

Vol. 18 No. 12 $5 a copy The Journal of News & Trends for Home Improvement Retailers, Co-ops & Wholesalers Published by Lebhar-Friedman, Inc. June 22, 1992

Russia House

First American-style home goes up near Moscow

by John Sinisi

VLADIMIR, Russia — Maybe they should change the name of this Moscow suburb to Levittown.

This village, located 100 miles northeast of Moscow, is the setting for the first American-style house to be completed in this country. The project is a culmination of efforts by some 35 building materials vendors and a construction and lumberyard chain based in Florida.

Heading the project is Dr. Ronald Pope, associate professor at Illinois State University, Normal, Ill., and chairman of Serendipity, a Russian consulting and development organization. Brad Hussung, a former student and head of Hussung Construction, Tampa, provided construction crews.

Hussung got Cox Lumber, St. Petersburg, to consolidate the materials, pack them, and ship them to the site through its export operation. He has several crews, working at two-week intervals between now and the target dedication date of July 4.

Vendors who gave materials include Georgia-Pacific, Marvin Windows, Dow and Briggs Plumbing.

The three-bedroom, 1,500-square-foot ranch house is modest by American standards but represents a landmark for Russia. Other builders are trying to construct model homes in the Moscow area, but Dr. Pope says his project will be the first to be completed.

(Continued on page 66)

ServiStar ceo to retire

Zehfuss' decision comes as a surprise to many

by John Caulfield

BUTLER, Pa. — Larry T. Zehfuss, the president and chief executive officer of ServiStar Corp., said he will retire from the dealer-owned buying group on Dec. 31.

Paul Pentz, currently the company's executive vp and chief operating officer, will take over for Zehfuss upon his retirement. Pentz's current position was created two years ago to facilitate his transition into Zehfuss' slot after Zehfuss had made his retirement plans known to the company's board.

NHCN photo

Larry T. Zehfuss

It is probable that Pentz's current post, which was interim, will be discontinued. He was traveling and unavailable for comment.

Zehfuss' decision took some industry officials by surprise. "I had heard this rumor about Larry wanting to retire

(Continued on page 68)

Pergament ordered to pay up

Agrees to desist from misleading advertising practices

MELVILLE, N.Y. — Pergament Home Centers agreed to pay the New York Attorney General's office $25,000 in costs and penalties, after an investigation into misleading advertising practices.

The 10-month investigation revealed that Pergament had promoted "sale" prices for certain items that were actually priced at their regular price, and in some instances had inflated the regular price in the ads to attract people into the stores. In addition, some stores did not have the advertised product available.

Pergament signed the agreement without admitting any wrongdoing.

Robert Tammero, Pergament's president and ceo, explained, "We have well over 1,000 items in our weekly circulars, so we may make a mistake and not have the item. Our policy is to give out rain checks." He declined further comment.

"Consumers should not be lured into purchasing items

(Continued on page 68)

Central Builders Supply faces credit problems

Co-op president ousted; new terms for dealer-members drawn up

by Gary S. Ruderman

SOUTH BEND, Ind. — Stockholders of Central Builders Supply (CBS), a dealer-owned commodities broker and office wholesaler, were slated to meet on June 17 to learn how CBS will alleviate its credit problems, which have resulted in the ouster of its president and the loss of 15 percent of its membership since January.

According to present and former dealers, the meeting here is

(Continued on page 68)

Britain's B&Q leader to step down

by Elizabeth Brent

CHANDLERS FORD, England — B&Q, Britain's largest home center chain, will soon lose its charismatic and visionary chief executive officer and deputy chairman, Jim Hodkinson, who last week announced his decision to leave that post.

Hodkinson will become director of international development at B&Q's parent, Kingfisher PLC, to launch DIY stores overseas.

Hodkinson will remain as a non-executive director to help smooth the transition as Alan Smith, managing director of another Kingfisher division, Superdrug Stores PLC, takes over at B&Q.

"Jim has made no secret of his wish to retire at age 50, and now that he's 48 this enables an orderly succession to take place," said Nigel Whittaker, executive director, Kingfisher PLC. The timing of the

(Continued on page 68)

NHCN photo

Jim Hodkinson

SECOND CLASS

************** ALL FOR STATE
0027872C HC 9108 998/02371
JAYNE LONG
CONGRESSIONAL INFORMATION 1
4520 EAST WEST HWY/STE 800
BETHESDA MD 20814

Contractor's Warehouse rattles competitors p. 2
An interview with HQ Warehouse's president p. 4
Dealers take a walk in the woods p. 6